



This is a digital copy of a book that was preserved for generations on library shelves before it was carefully scanned by Google as part of a project to make the world's books discoverable online.

It has survived long enough for the copyright to expire and the book to enter the public domain. A public domain book is one that was never subject to copyright or whose legal copyright term has expired. Whether a book is in the public domain may vary country to country. Public domain books are our gateways to the past, representing a wealth of history, culture and knowledge that's often difficult to discover.

Marks, notations and other marginalia present in the original volume will appear in this file - a reminder of this book's long journey from the publisher to a library and finally to you.

Usage guidelines

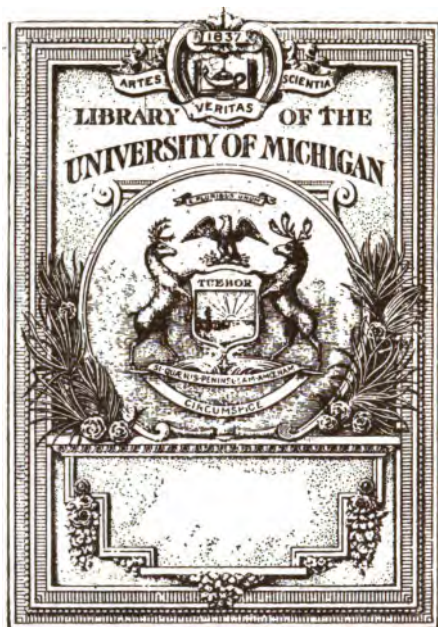
Google is proud to partner with libraries to digitize public domain materials and make them widely accessible. Public domain books belong to the public and we are merely their custodians. Nevertheless, this work is expensive, so in order to keep providing this resource, we have taken steps to prevent abuse by commercial parties, including placing technical restrictions on automated querying.

We also ask that you:

- + *Make non-commercial use of the files* We designed Google Book Search for use by individuals, and we request that you use these files for personal, non-commercial purposes.
- + *Refrain from automated querying* Do not send automated queries of any sort to Google's system: If you are conducting research on machine translation, optical character recognition or other areas where access to a large amount of text is helpful, please contact us. We encourage the use of public domain materials for these purposes and may be able to help.
- + *Maintain attribution* The Google "watermark" you see on each file is essential for informing people about this project and helping them find additional materials through Google Book Search. Please do not remove it.
- + *Keep it legal* Whatever your use, remember that you are responsible for ensuring that what you are doing is legal. Do not assume that just because we believe a book is in the public domain for users in the United States, that the work is also in the public domain for users in other countries. Whether a book is still in copyright varies from country to country, and we can't offer guidance on whether any specific use of any specific book is allowed. Please do not assume that a book's appearance in Google Book Search means it can be used in any manner anywhere in the world. Copyright infringement liability can be quite severe.

About Google Book Search

Google's mission is to organize the world's information and to make it universally accessible and useful. Google Book Search helps readers discover the world's books while helping authors and publishers reach new audiences. You can search through the full text of this book on the web at <http://books.google.com/>



THE GIFT OF
Dr. Belesære

HF

5721.

.B979

v. 3



BUSINESS CORRESPONDENCE LIBRARY

VOLUME III

HOW TO HANDLE THE DISTANT CUSTOMERS: *25 chapters and extracts from 243 actual letters on keeping in touch with the dealers' trade by mail and conducting a follow-up—how to use arguments and put the offer; how to find new angles and what to do when the follow-up splits; how to clear out the dead wood and avoid mistakes; how to handle and eliminate complaints, and make adjustments; methods for gaining attention, fixing concentration, offering special inducements, trying last resorts, forcing replies and awakening dead prospects—clever schemes that make letters pull*



THE SYSTEM COMPANY

151 Wabash Avenue, Chicago
44-60 East 23rd Street, New York

A. W. SHAW COMPANY, LTD.
54, Norfolk Street, Strand, London

Dr. Burelaere
of.
Repl. 237,00
4-3-1923

Copyright 1910 by
THE SYSTEM COMPANY

CONTENTS

BUSINESS CORRESPONDENCE LIBRARY ***VOLUME III***

PART XII

Using Letters on the Dealer Trade

CHAPTER	PAGE
1: Introducing the Salesman and Backing Him Up . . .	7
2: Keeping In Touch with the Dealer By Mail . . .	16
3: Cooperating with the Dealer in Campaigns on Consumers	23
4: Wielding the Big Stick in Letters to Salesmen . . .	33
5: Salesman's Letters That Keep Up a Customer's Interest	40

PART XIII

How to Conduct a Follow-up

6: What a Follow-Up Can Do for You	51
7: Different Kinds of Follow-Up and How to Use Them . . .	60
8: How to Handle Arguments in the Follow-Up	70
9: Finding New Angles for Approaching the Purchaser . . .	76
10: Getting the Order By Bettering the Offer	89
11: What to Do When the Follow-Up Splits	104
12: Varying the Appearance of Letters in the Follow-Up . .	111
13: Scraping Barnacles Off the Mailing List	117
14: Mistakes to Avoid in the Follow-Up	123

PART XIV

Schemes That Have Made Letters Pull

15:	The Idea Behind the Letter	135
16:	The Clever Scheme That Compels Attention	140
17:	Schemes That are Used to Fix Concentration . . .	145
18:	The Inducement That Brings the Order	155
19:	Schemes That Will Induce a Reply	164
20:	The Proposition Used as a Last Resort	170
21:	Schemes for Awakening Dead Prospects	177

PART XV

Handling the Long Distance Customer

22:	Making Capital Out of Complaints	187
23:	The House Policy in Handling Routine Complaints .	194
24:	How to Systematize the Complaint Department . .	203
25:	How to Eliminate Complaints	210
	Index	217

PART XII

Consisting of five chapters on the subject of "USING LETTERS ON THE DEALER TRADE."

THROW on the light.

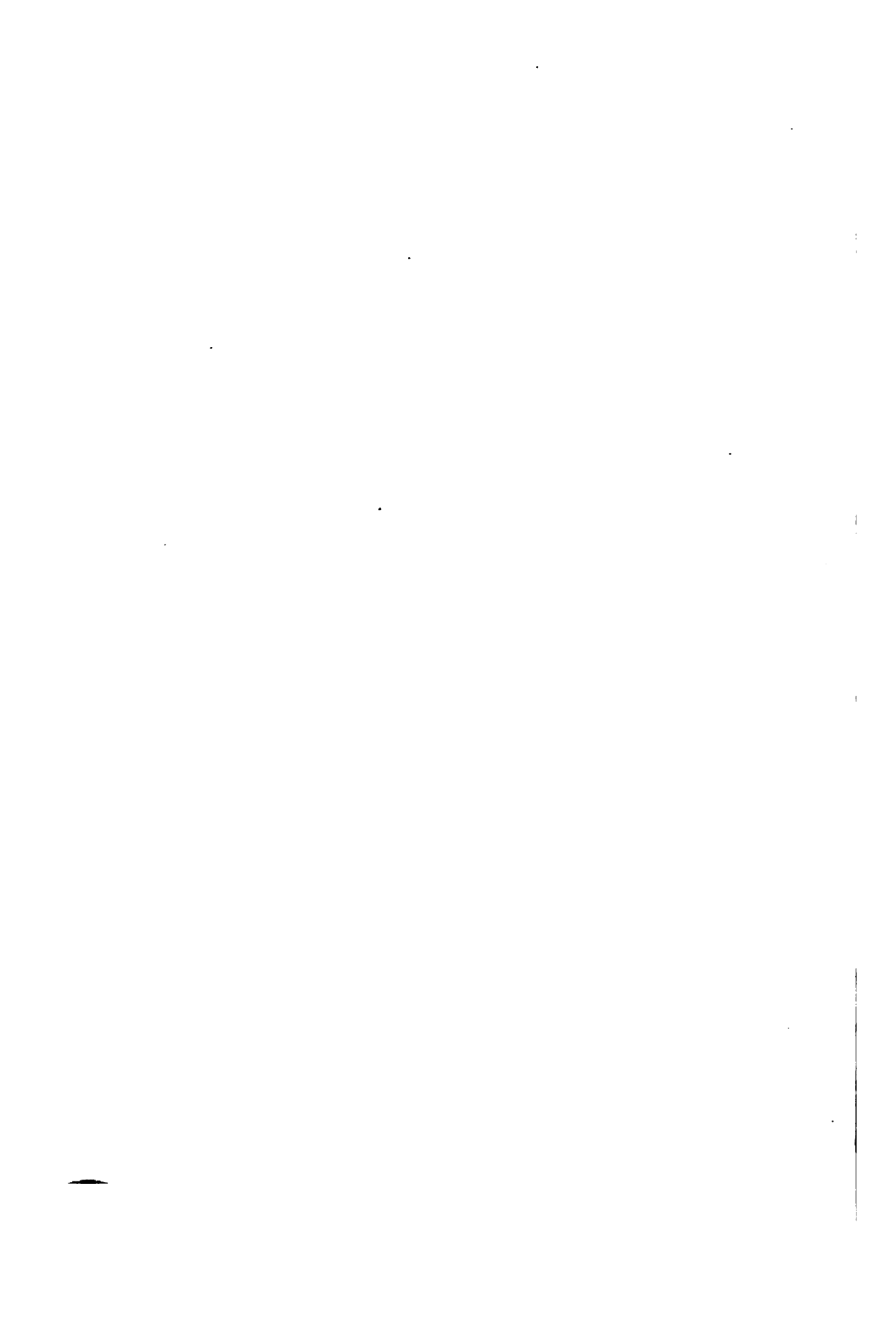
Your business principles may be right; your goods the best; your service to customers faultless.

But the public has got to know.

Value rightly the possibilities of the sales letter. Reach the right people faithfully, systematically, persistently—and expect success.

Keep your talking points always before the public. Make known the merits of your proposition. Success comes by focusing the diverging rays of public opinion—centering the buyers' choice on what you have to offer.

Make your ability, your commodity, your service known.



INTRODUCING The *Salesman* And BACKING HIM UP

PART XII USING LETTERS ON THE DEALER TRADE CHAPTER 1

THERE WAS *a time—and not so very long ago—when a salesman was given a state map and told to go out and get the business. But today, the progressive house reinforces the salesman by a carefully planned LETTER CAMPAIGN. If it is a new house, it secures a list of prospects and introduces itself by mail, gives information about its goods and shows the dealer how he might profit by handling them. CONFIDENCE IS ESTABLISHED and the way paved for the salesman. After the prospect becomes a customer, letters between salesman's calls keep the name of the house and its product before him. At every stage, letters cooperate with the salesman—back him up and reinforce his personal efforts*

EVERY house selling through salesmen can use to advantage some form of cooperative service that will back up the men in the field, relieve them of many details and gather up the shag ends of business.

Whether the product is a specialty or a staple, whether sold direct to consumer or sold through dealers, the salesman's cooperative letters are a great stimulant. Much of the preliminary work of introducing a product and educating prospects can be carried on by letter, paving the way for the salesman to enter at the proper time and close the sale.

Advertising plays an important part in introducing new products and preparing the field for the salesman but the letter

is the most valuable auxiliary, as it can be made applicable to the small jobber and the large manufacturer.

The educational work may extend over months and by using letters for this purpose the salesman is left free to devote his time to a final canvass that will get the order. If the product is a staple the letter may be used to introduce new policies or methods and to stimulate the business in the less productive territories.

Effectiveness in auxiliary service can not be obtained without an organization in the correspondence department that will insure a discriminate handling of the letters. It must provide some system for securing accurate information about the conditions in the field; a reliable method of keeping in touch with the salesmen and a method of checking lists, mailings and replies.

A knowledge of conditions on the firing line is secured through salesmen's reports and letters from prospects. Most houses require their travelers to furnish data that will enable the correspondents to strike a personal note in their letters. Salesmen are also required to report changes in routes—which are followed by a map and tack system—so that new prospects can be turned over at any time or instructions issued.

Keeping department records is comparatively easy. A card is filled out when an inquiry comes in and additional data is secured from salesmen's reports. Each card should be a history of the relations, showing sales or reasons for not buying and other information that will assist the correspondent.

One of the most important services of the cooperative letter is to locate possible buyers in order to avoid wasting time and money on persons who are not likely to develop into purchasers.

So the original letter must offer an inducement to the inquiry, so worded that it will not attract curiosity seekers. To get a line on those who may possibly need a cash register, one manufacturer says in his letter:

"Even though you may not need a cash register in your store at the present time, any suggestions that will stop leaks in your profits will be valuable to you. Just sign the enclosed return card, and without obligating yourself in any way, you can secure one of our booklets on "Eliminating Errors in Handling the Cash," which is packed full of intensely interesting schemes and plans used by live, progressive business men.

While the booklet gives some valuable information, it is in reality an educational document on the use of cash registers. The request for the booklet or other inducement offered, turns the indefinite name into a likely prospect and the inquiry is followed up with a selling proposition. This campaign aims merely to get an indication of interest so the house may know when to turn the prospect over to a salesman. But it goes further and creates confidence in house, proposition and goods.

This letter, however, should pave the way for the approach of the salesman. It must couple up the personal factor in the sale with the letter campaign, and do this so as not to frighten away the prospective buyer.

In case the product is one that goes to the dealer, his confidence is gained by some assurance that the article will sell readily. The letter aims to impress upon the merchant that he takes no risk of stocking up on goods that will not bring back quick profits. So a manufacturer, seeking to make the sale to dealers easy for his salesman, writes:

"We don't expect you to take our word, absolutely--all we ask is an opportunity to prove the claims we make for these garments. We are so confident, however, that the goods will almost sell themselves, that it is possible to make you this unusual offer: you try the goods, and we agree to take back any unsold garments at the end of sixty days."

If the product is such that a sample can be sent, this is the strongest method of creating confidence in the goods. Thus the selling plan of a corset manufacturer is to send a few samples to prospective buyers as soon as any indications of their interest is manifested. And he seeks to gain their confidence by an "up to you" letter. A large wholesaler strikes straight at the dealer's interest by an appeal to his business judgment:

"Suppose you can't sell a big stock of these goods right off the bat; you will sell a few, and you may be sure of this fact: those who buy will come back again. And here is the point: In case you find that you can use a stock of our corsets, we will agree to advertise in your local papers and to circularize the women of your community with our literature. We will direct the trade to your store if you will take care of it."

Then, to introduce the salesman to a prospective buyer requires considerable tact. It is not usually advisable for a letter of introduction to ask point blank for the privilege of sending a salesman to the prospect. Few men care to be bothered by salesmen unless they are decidedly interested in a proposition or unless a demonstration is necessary to satisfy them as to some particular advantage in the product. And even when a demonstration is necessary, the prospect hesitates to ask a salesman to call for fear that he will feel obligated to buy. So the introduction letter must bring forward the salesman very diplomatically. One clothing house opens the path for its representative by letter in this way:

"You have examined the samples we mailed you and probably tested them thoroughly by this time. But any tests you might give them would not be as satisfactory to you as a few minutes' talk with our salesman--or possibly his personal demonstration. So when Mr. Jones visits your town next week we will have him call on you and talk over the proposition."

Possibly the prospect will reply that he will see the salesman on the understanding he does not agree to place an order; more likely he will not answer at all. In any event, the salesman is notified that the prospect is "open." For convenience and economy, a form post card is frequently used giving the prospect's name and address, together with any special information that the salesman should know.

So by this cooperative service, the salesman's hardest work--the education of the prospect to the buying point and the approach to the order--is made easier. The goods are known, the proposition has been made clear and the prospect expects a personal call. Then if he lands the order the notification card is usually returned with the word "sold" marked across its face, together with the order. If he fails to close the sale he writes the house the facts which will indicate just what treatment the prospect should receive from later letters.

For convenience in handling these reports, one manufacturer supplies salesmen with form-cards, on which he notes any information which may be useful to the house in a later follow-up. Then this card is placed in an index labeled "Special Educational Letters" or "Prospects Seen and Not Closed." Since the sales-

man may be called back to complete the sale, copies of these letters, whether educational or merely reminders, are sent to him.

Often after the personal call, the argument used on the prospect by letter will be more effective if sent out over the salesman's signature. The touch of individuality adds effectiveness. Many firms even send such mailings out on the salesman's personal letter paper. Others make up the letters and send them to the salesman for mailing. The careless use of this literature is checked by requiring the salesman to pay the postage and his extra expense may be covered by an additional commission on sales.

DATE <u>7/26/10</u>	
GENTLEMEN:	
WE WOULD BE PLEASED TO HAVE A REPRESENTATIVE CALL	
ON OUR MR.	<u>Harman</u>
DATE	<u>July 29th</u>
PREFERABLY AT	<u>11:30</u> O'CLOCK, AND EXPLAIN THE CHALLENGE AND
SHOW US SAMPLES OF THE WORK DONE ON THIS MACHINE	
NAME	<u>Edward J. Harman & Co.</u>
STREET	<u>1428 E. 9th. St.</u>
CITY	<u>Cleveland, Ohio</u>

A double post card sent to the prospect with a request that he name a date on the attached card when a representative may call. This is often an effective method to insure a hearing for the salesman

In many cases the refusal of the prospect to order is but temporary. His "no" merely indicates that he fails to appreciate its particular value to him, or possibly some business condition temporarily makes it impractical for him to order.

So with the receipt of salesmen's "visit report card" the house indicates the course to be followed. It may be necessary to follow up the prospect with a new series of educational letters, or merely keep the prospect in touch with the proposition, until he is in position to handle the goods.

Then when the salesman has been called back to the prospect and has secured the signature on the order blank, the

house cooperative letters must put the buyer into the "right mood" before the goods are received. Whether the product is a specialty or a staple, it is an asset to have the good will of purchasers. The prompt acknowledgment of orders and care in shipping go a long way towards creating this spirit.

One manufacturer follows the shipment notices one step farther and secures names of prospects from the buyer. "Aren't there one or two of your business friends who will be in the market for our product?" he asks in his letter. As an inducement he offers small commissions on any sales made to prospects whose names are furnished in this way.

Then an approach can be made under specially favorable conditions. A letter is doubly effective if it opens with some such approach as this: "Your friend, Mr. Blank, suggested that you would soon be in the market for our goods," or, "When we left one of our machines at Mr. Brown's store last week, he suggested that you might be interested in our proposition."

Or, in case the prospect is hard to convince, the house has the additional backing of the buyer. For example, one manufacturer of gas engines uses the influence of purchasers in this way: "Why not talk with Mr. Blank and see what he thinks of our engine and its efficiency?"

If the buyer has indicated a willingness to cooperate in future sales, the effectiveness of an argument of this kind in letters that precede the call of the salesman, is obvious:

"Take a leisure moment and go over to Mr. Blank's place where we last week installed a Radiating System. Ask a man who has used our heating system and you will readily learn of its practical advantages. See our Radiating System in practical operation and then remember that we back it up by our binding guarantee of satisfaction."

But if the original order is a trial sale to the dealer, then house cooperative letters not only insure satisfaction for the goods by suggesting ways of turning them on the dealer's shelves, but they impress the buyer with the desire of the house to aid him, incidentally keeping his mind focused on future orders.

A wholesale grocery follows up the trial order with a letter designed to aid the dealer in turning the goods, thus

insuring his satisfaction and later orders. Here are the opening paragraphs:

"Just stop to consider and you will remember that fully one-third of your sales on any articles come through some reminder to your customers that they need the goods. Then think how important it is that you display goods where your customers will see them and be reminded.

"Can't you arrange them attractively on your shelves? Or perhaps arrange a window display? Either plan is bound to help you in turning out the goods. Our specialty man, Mr. Blank, will be able to give you some valuable suggestions. He will visit you again during the next two weeks, probably about the 18th of the month. Talk the matter over with him then."

Another purpose is often served by the house cooperative letter in helping the salesman to push a new brand of goods. A letter that shows the dealer a possible loss in profits or in customers by not handling the new brand, is usually helpful in bringing him into line. One wholesaler sends out a letter of this kind in advance of the salesman's call:

Dear Sir:

Have you figured out what it costs you not to handle our new Government Seal Lard?

It is costing you--each day--the time and the labor of, say, one hundred diggings out of the tub--one hundred weighings--one hundred wrappings, and one hundred tieings.

Then it is costing you the value of endless overweight.

It is costing you--and this is the biggest item--oustom that you might have, but are now losing, of people who want their food for family use safeguarded against dust and unsanitary handling--the people who make the best customers and are most worth pleasing. Our new Government Seal Lard comes in air-tight pails.

Set these figures over against the difference in price of Government Seal and ordinary lard and you will understand why Government Seal costs less than any lard you buy in bulk. Talk to Mr. Brown when he calls--he will show you some interesting figures on this matter.

Very truly yours,

Smith and Tinsman

FORM OF SALESMAN'S REPORT CARD

NO. 1	
LETTER CO-OPERATION DEPARTMENT	
MR. <u>M. P. Mason</u>	DATE <u>Mar 10</u> 19 <u>18</u>
WE ARE SENDING YOU, ATTACHED HERETO, INQUIRY FROM, AND CARBON COPY OF OUR REPLY TO	
NAME <u>The John R. Stewart Company</u>	
CITY <u>Minneapolis</u>	STATE <u>Minnesota</u>
STREET AND NO. <u>412 Main St.</u>	
KINDLY RETURN THIS CARD TO US WITH YOUR REPORT ON THE BACK AND OBLIGE	

NAME <u>F. J. Mace</u>	DATE <u>6/30/18</u>
ADD <u>803 18th St</u>	TOWN <u>Kansas City</u> STATE <u>Mo.</u>
BUSINESS <u>M. P. and W. W. H.</u>	
SEE MR. <u>Mace</u>	FINAL AUTHORITY <u>Same</u>
WHOLESALE, RETAIL, RESIDENCE DISTRICT — MAIN OR SIDE STREET — LARGE, MEDIUM, SMALL BUSINESS — CATERERS TO MEN, WOMEN, CHILDREN, CHURCH TRIBE	
IS HE SATISFIED? <u>Yes</u> — NO —	WHY DON'T HE ORDER? PRICE <u>Right</u>
WHEN DO YOU THINK HE COULD BE SOLD? <u>Left</u>	WHAT TERMS? <u>Cash</u> WHAT PROPOSITION
DID YOU MAKE HIM? <u>18 W. Pilot</u>	M. P. <u>18-3'X7'</u> WINGS
PRICE <u>146.00</u>	TERMS <u>2%</u> LITERATURE LEFT <u>folders</u>
SHOULD HE BE FOLLOWED CLOSELY? <u>Yes - Very</u>	REPORTED BY <u>B. T.</u>
REMARKS: <u>Very much interested. He talking of some large contract which will need all of his cash for the present. Heard him speaking of one of these over the phone. He is along line of making up order to be shipped about 1/10 - payable 6% after bank is over.</u>	

Front and reverse sides of notification card. A card of this kind is sometimes used by the correspondence cooperative department to notify the salesman on the road when a prospect is educated up to the point where a personal call will close the sale. After the call the salesman returns the card. It is marked with the single word "Sold" across the face if it accompanies an order, otherwise a report for the assistance of the letter department is made, as indicated at the bottom of the card

After the dealer has received a letter of this kind, the salesman, following a few days later, finds him in a more receptive mood. The letter has started him thinking and the sale has been more than half completed. So the cooperative letters, besides handling prospective customers up to the point of the sale, turning consumer-buyers into assistants to the salesman, and insuring satisfaction to the dealer's trial-order, may also aid the representative in his regular customer calls.

And there is still another important function of this cooperative service—assisting in the disposal of the inevitable "left-overs." The small dealer usually depends upon these odds and ends of the manufacturer to furnish the material for his retail store "leaders." And the salesman is usually too intent upon selling his regular stock to devote valuable time talking "left-overs" and "cut-price" goods.

So house-letters take this work off the shoulders of the salesman. They announce the fact that such goods are ready for disposal, quote the prices and do all the educational work necessary before the order is taken. Then the salesman, in handling this class of goods, finds himself free to pick up orders during his next regular call.

Thus the field for house cooperative letters, considering the many angles from which they may be applied, are a vitally important factor to the salesman in the field. When you consider that the average salesman, either because of limited time or the extra expense, must neglect altogether, or, at the best, handle many of the details and auxiliary work in an unsatisfactory manner, the pressing need of cooperative letters becomes apparent. And as auxiliary sales-producers, they have proven their value in almost every line of business—they are one of the most convenient and profitable forces in trade building.

Keeping In Touch With The DEALER By Mail

PART XII USING LETTERS ON THE DEALER TRADE CHAPTER 9

ONE OF the hard problems of the wholesaler, manufacturer or jobber is to MAINTAIN A POINT OF CONTACT with the distant dealer. The loyal salesman is a good medium, but such a medium lacks permanency. The house that seeks to hold the dealer with stronger bonds, reinforces the work of salesmen by letters between calls. How such letters can be made to DEVELOP GOOD WILL and keep a current of mutual interest circulating between house and dealer is described in this chapter

ONE of the large manufacturers of shoes, not long ago found the business in certain sections steadily falling off. Some of the heaviest buyers were cutting down their orders; several accounts were closed.

The trouble could not be with the shoes, for the same rigid standard was maintained. The loss of business was evidently due to changes in the sales-department. One veteran salesman had died, a second had retired, a third had resigned to go with another concern, and there had been a general shifting of territories to the great detriment of the business.

The company had always paid big salaries and hired good salesmen, depending upon them to bring in the business. Evidently it had been a mistake to depend so entirely on salaried representatives. No effort had ever been made to bring the dealers into personal touch with the house. Customers were loyal to salesmen rather than to the company; the salesmen carried the trade—not the house.

The necessity of adopting a new policy was apparent. Letters were sent out over the president's signature, asking the dealers about local conditions, what the prospects were for trade, what ways they could suggest for pushing the business. The letter went on to outline an extensive advertising plan, asked the dealer's advice regarding it and urged him to make suggestions as to changes in the proposed campaign.

The letter was an intimate man-to-man talk based on the mutual interests of manufacturer and retailer and emphasized the desirability of getting together to try out some new trade-winning schemes. Not a word was said about sales; no reference was made to the falling off in orders; the letter aimed to establish a point of contact between the house and the dealer—nothing more. The merchants replied, almost to a man. Where specific suggestions were made, the house planned a special advertising campaign. Space was taken in the local papers, the house designed displays and paid half the cost; window-trims were suggested and special sale schemes worked out.

Within six months the company had not only gained the ground it had lost, but new records were being made. Distant dealers began to look on the company as something more than a factory; it gradually acquired a personality; it took a warm interest in the problems of the retailer and offered help, not in a perfunctory sort of way, but as if it were a pleasure to cooperate with the distributors. The salesman was not ignored; the aim was to develop a spirit of team work—to convince the salesman and the dealer that the best scores could be made by working together—cooperating—playing the "inside game."

In two years the business was doubled. The increase in sales was attributed to the new attitude—keeping in touch with the dealer by letter, following him up between the calls of the salesmen, maintaining a point of contact at all times.

Such a relationship is the most effective barrier against competition and makes the dealer feel that a house has an interest in him beyond the filling of the next order.

Progressive manufacturers and wholesalers are learning that mutual good will and a spirit of cooperation are vital factors in trade-building and dividend-paying, and the letter is the natural medium for keeping the house in close touch with customers. The letter serves more than one good end; it promotes closer relations; it keeps the house and its line before the dealer;

it guards against the vest-pocket rule of salesmen; it holds trade for salesmen and gets advice on policies, methods and plans.

The effectiveness of the letters sent out by a house depends largely upon an accurate knowledge of the customer and conditions in his territory. Nothing deflects a customer's interest more quickly than a letter betraying ignorance of past transactions or his relations with the house. Just as truly, the subtle flattery of a letter showing an intimate knowledge of a customer and manifesting a genuine interest in his welfare tightens the bonds that hold him to the house.

The letters need not be individual in all cases. Announcements of changes in prices, the addition of new lines, and general trade news is sent to all the customers, but the clever correspondent tries to get away from stilted formality, making the recipient feel that he is one whom the house never loses sight of when it has information that may be of interest. The form letter may be used, also, in educational work, pointing out the advantages of certain goods, and suggesting trade-getting schemes. A wholesale paper-house writes to all its customers at least once a month, calling attention to some line of paper which is especially adapted for a certain line of work:

Dear Sir:

The next man who comes in and wants some stationery that is a little out of the ordinary, a little better than the other fellow's, show him the enclosed samples of Quaker Bond.

We don't claim this is the best bond made; we do claim you can't equal it at the price. Then, too, the new Vellum finish gives a tone of quality that will give distinction to a letter-head or envelope. We enclose samples of white, opaline, azure and russet. Envelopes are carried in stock in these colors in 6½ and Baronial sizes.

Many printers are using Quaker Bond for their own stationery and they find it most effective advertising. Let us know what you think of it.

Very sincerely yours,

THE CENTRAL PAPER CO.

By *W. O. Williams*

Mgr. Country Dept.

HOW/LK

TESTIMONIALS MAY BE MADE EFFECTIVE 19

Such a letter is primarily a form of advertising, yet it is certain to be read, for the artistically printed samples give valuable suggestions.

Another house sends out every month a bulletin of special bargains—broken lines, job lots and odd sizes on which special prices are quoted. This bulletin not only enables the house to get rid of its accumulation of odds and ends, but it carries with it a letter, calling attention to the special prices quoted to the "regular customers," affording them the same opportunities for "close buying" as if they were in the city.

If a letter serves no other purpose, it is worth its cost in keeping the name of the house and its goods before the trade. A coffee house in Chicago attributes its great success largely to the way it recognizes orders. Even the smallest order calls forth a letter thanking the sender for remembering the house:

"Your business is important to us; we are just as glad of this order as if it were from our largest city customer for it shows that you like our coffee and find our service satisfactory. A dozen small orders mean more to us than one large order for they mean that twelve dealers are creating a demand for our brands, a demand that will increase. This means that your business will grow and then our business will grow."

Such a paragraph puts the small dealer in the right attitude; makes him feel that even his orders are really appreciated.

Another concern keeps its name and goods before customers by testimonial letters sent out at regular intervals:

"O. L. Mason at Central City put in the Union line last May; every month since then his orders have been larger."

- - -

"Smith & Smith of Cedar Creek added the Union line a year ago. Last week they wrote us: 'Our sales on canned goods have more than doubled since we began handling your products.'"

- - -

"The Fifth Avenue Grocer at Wilson Harbor writes: 'Union canned goods sell themselves. Send us enclosed order at once. Thought we had enough to last us until your man Butler got around next month, but our stock is already running low.'"

These letters contain a little folder describing the Union goods, but that is all. Not a word is written about buying; but the letters keep the line before the dealers, and by showing what other merchants are doing they make it easier for the salesmen to close an order.

The aim of the successful correspondent is to seize upon every opportunity to write to the customer and show an interest in his business. Getting orders is a secondary consideration;

	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.																			
NAME	ABCDEFGHIJKL																														
ADDRESS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
AGE	LOCATION NO.												SIDE																		
PROSPECT	BETWEEN												AND																		
INTERESTED	OWNER												ADDRESS																		
REMARKS	TENANT												CONNECTED																		
	BUSINESS (IF COMMERCIAL)												DOMESTIC																		
DATE	USING FOR LIGHT												STYLE OF FIXTURES																		
MATERIAL	WIRED												PIPED																		
DATE	IS USING ELECTRICITY FOR (BESIDE LIGHTING)																														
MATERIAL	COULD USE ELECTRICITY FOR																														
	REMARKS																														
	DATE OF THIS REPORT																														

Specimen cards used for mailing lists. The upper card is filled out by a salesman and sent in to the house for filing. The lower card gives the data required by an electric lighting company, and enables the correspondent to send out letters and advertising matter aimed directly at the needs of each prospect. The small signal at the top of the card shows the date for sending out the next follow-up

first of all, get in close touch and the orders will take care of themselves.

Soliciting business, may, however, be the very best method in which to show a genuine interest in the dealer; as, when the wholesaler advises him of an advance in prices at a certain time and suggests that orders be placed before that date.

Where the house keeps in touch with the dealer in this way there is little danger of the salesman's getting such a hold on the

trade that it is his to carry to a rival firm if he so desires. The cost of the letters that establish and maintain this point of contact may be charged up to insurance on future business.

If a complaint comes in it may be turned over to the salesman to adjust. At the same time, letters to the customer make it plain that the salesman is acting under instructions from the house and is merely carrying out the policy of the house in settling the claim. If a large order is given a salesman the house writes and thanks the customer—definitely the impression is carried that the order was not given to the salesman, but to the house *through* the salesman.

The attitude is taken that salesmen are not sent out to *get* business and stock up the dealer, but rather to assist the dealer in selecting lines best suited for his trade, making it easier for him to place his orders.

This does not mean that the salesman is restricted in his work—it merely applies to the attitude towards the dealer. In fact, there is no greater function of the house-letter than to prepare the dealers for the salesman's coming and persuade them to hold their orders for him. Letters between calls supplement the canvass of the salesman, bring out new features and give the retailer opportunity to consider a proposition more fully. This is most necessary in introducing a new line and in educating the trade to better grades. This letter was sent to gain interest in advance of the salesman's call:

Dear Sir:

You have been dealing in building materials long enough to know what the roofing problems are to architects and contractors.

Shingles, tiling, patent roofings--doubtless you have handled them all. This is all the more reason why you will be interested in the sample of Resisto concrete roofing that we are sending you.

Here is a concrete shingle that is light enough in weight to be practical yet strong enough to defy sun, rain and wind. Concrete is the only material that improves by exposure to the weather; the only material that is absolutely indestructible by fire.

Resisto shingles need no repairs, no painting. The first cost is the only cost.

Our Mr. Bates will be in Kelsey next week to tell you more about the Resisto and to talk to any builders whom you think might be interested. Meanwhile, we suggest that you soak this sample Resisto in a pail of water, put it in the fire and subject it to any other test you can think of just to convince yourself of its indestructibility. Then we'd be glad to have you tell us what you think of it and get expressions from the contractors.

Very truly,

WLK/TR.

THE RESISTO SHINGLE MFG. CO.

Here is a letter that brings the dealer and the wholesaler together on common ground, at the same time paves the way for the salesman. In this particular case few sales were made the first trip, because the product was so new that dealers were slow to tie up any money in it, but the salesman reported fully to the house just what objections the dealer made, what excuses he offered for not buying, and these specific reports enabled the correspondence department to carry on a regular course of instruction by mail, and by the time the second trip was made the majority of the dealers placed orders.

Many houses urge their customers to send rush orders direct instead of waiting for the salesman, and as the salesmen are given credit for such sales, they encourage it. In this way the dealer gets in the habit of placing at least a portion of his business direct, and this naturally brings him a little closer to his source of supplies.

There is no surer way to get a man interested in your house and your policies and your goods than to ask him for his opinion about them and ask for advice about improving your service. It is human nature to feel flattered when our advice is asked and the correspondent approaches 100 per cent efficiency who makes a distant customer feel that his views are of enough importance to the house to be considered in determining its future policies.

The house must maintain a point of contact with its customers and the letter performs this service easily and economically. It not only guards against the "vest-pocket" rule of salesmen, but it has a constructive function as well in creating a spirit of actual cooperation, giving the house the benefit of customers' ideas and suggestions—it becomes a magnet in drawing future orders.

Cooperating With Dealer In CAMPAIGN ON CONSUMERS

PART XII USING LETTERS ON THE DEALER TRADE CHAPTER 3

THE MANUFACTURER *who is satisfied when he makes a sale to the retailer is not getting the most out of his field. By INTENSIVE CULTIVATION his sales can be multiplied many-fold—by cooperating with the dealer in the development of the retail trade, for re-orders will not come in until the merchant disposes of his stock. Getting the dealer enthused over his goods is the first thing that can be done by letter; then he can be coached in methods of pushing sales by bringing more people to his store and CREATING A DESIRE for this particular product or brand. This chapter takes up specific ways of interesting the dealer and his clerks and getting their cooperation by showing how it is to their advantage to push the sales*

MARKETING goods through dealers does not end with the filling of orders. The manufacturer or wholesaler who stops there, depending upon the dealer to turn over the goods without any selling assistance, is likely to find, at the close of the season, that his sales have been discouragingly small.

As a distributor, a dealer is likely to hand a product over the counter when customers ask for it—and no faster. He sells goods for the profit and if the profit on some article or brand is large, he may use special means of pushing the sales; he may advertise the goods, or call attention to them by attractive

store and window displays. If the profit is slightly less than on a similar product, and the demand is not specific, he is naturally prompted to push the brand that gives him better returns.

Therefore, it is obviously an advantage to watch the sale of your product after the dealer's order has been filled and the goods are on his shelves. Suppose the goods move slowly, or the dealer is inclined to let them "sell themselves;" then, to stand idly by and let them grow stale on the shelves is disastrous. Yet such a condition offers a most effective opportunity to step into the selling field and create a demand, and to show the dealer that your product is a profitable line to handle. It offers you an opening to show your interest beyond the sale.

The average dealer needs a cooperative spur. He may be indifferent; likely he would not know the best way to speed up sales on a particular commodity, even if he wanted to.

While the amount of goods he can handle depends largely upon the size of the community and the character of his trade, an educational campaign on the quality or adaptability of your goods will create additional interest from consumers and the selling limit can be raised to a gratifying figure.

You might advertise through magazines, newspapers, or other mediums; you might arrange attractive displays for the dealer, or send a sales-force into his territory to talk your goods and send more buyers to his store. These methods are in successful use, but more practical by far is the plan of writing letters to customers whose names the dealer furnishes, or sending letters, catalogues and circulars to consumers generally in the retailer's territory—secured and selected by the usual "list gathering" methods.

A letter campaign is usually the least expensive plan of reaching the consumers, and it is adaptable to any line. There are three different channels through which this advertising may reach consumers:

It may be mailed direct from the house, backing up the offer of goods with manufacturer's or wholesaler's guarantee.

The letters and circulars may be sent direct from the house, although written on the dealer's stationery, over his signature.

The advertising may be sent out by the dealer direct; the house supplying him with all the "literature" necessary for the campaign, prepared on his personal stationery.

To begin with you must be sure that the dealer will do his part, but it is usually easy to secure his interest for he has nothing to lose and everything to gain.

The greater the dealer's interest, the greater will be the success of the campaign. Even though the letters fail to bring big results, the active interest of the dealer, and his redoubled efforts to push the goods, will sell them. It lies in the dealer's power very largely to decide what goods shall be pushed and if he has the confidence of his customers he can almost always substitute for an advertised or trade-marked line if he wants to—this is especially true in food products, where the buyer depends almost entirely upon the word of the grocer as to the best quality in goods. If the dealer's cooperation can be secured, the success of the campaign is assured, so the aim of a letter campaign is not alone to increase the consumers' interest, but to secure the dealer's cooperation in selling your goods.

In the letter campaign, it is not necessary to introduce salesmanship but merely to create desire—the dealer can be depended upon to make the sale after you get the interested prospect into his store. Emphasize the fact that he is not expected to buy and that you merely want to acquaint him with your goods so that when he is in the market he will know more about qualities and values. Here is the letter from a clothing manufacturer:

"Have you ever worn a custom tailored suit--do you know that it can be made to drape and fit exactly as though it were cut and fitted by your local tailor?

"John Black has a complete line of samples--and he is wearing one of our suits. Stop in at his place and see what you think of it. You needn't order--you may not be ready to buy. That isn't the point. All we want you to do is to examine these goods, see the kind of fit we can give you and learn how much good, hard cash we can save you."

And to make it as easy as possible for him to visit the local dealer, give specific directions:

"Mr. Blank is our representative you know where he is, just two doors west of the post office on First street. He has a machine in operation and will take pleasure in showing it to you even though you are not in the market just at this time."

It is an effective scheme to offer him some special inducement to visit your dealer. This is how one wholesaler did it:

"The first one hundred persons buying fifty cents worth of the Wilson silks will be given a pretty embroidery pattern free. These are handsome patterns and you had better make it a point to go into Brown's store this afternoon and see if you don't want one--FREE."

And in the same letter that you direct the prospective buyer to the dealer's store, you brand the distinguishing feature of your product on his mind by using phrases of this kind:

"Our garments are shrunk one hundred per cent. We guarantee it."

- - -

"This pen will not leak--cannot leak. Couldn't get your fingers soiled if you tried to. Come in and we will prove it to you."

- - -

"This is made of aluminum and cannot be broken, making it more serviceable than any other attachment of the kind on the market."

Then when the prospective buyer goes to the store, he will ask to see that particular product and no other.

But the manufacturer-consumer letter, to be effective, should go further, and take up the salient points that make the article desirable or adaptable to the user's needs. It must point out to him the reasons why it is adapted to his wants by embodying the interest-creating features of the good sales-letter, although aiming to clinch a "call" instead of a "sale."

A wholesale baker used letters effectively on names furnished by the retailers. Here is the first letter in a campaign:

Dear Madam:

Years ago, when your great-great-grandmother knitted the children's hosiery, made all the shirts, nearly all the clothing and many of the household necessities, she did it because there was no other way to get them. You don't do it today for the reason that you can buy a better "ready-to-wear" article cheaper than you can make it.

The same holds true with bread. Our grandmothers were famous bread makers--prize winners. But they worked hard and had few of the comforts of today. Now, science, skill, machinery and pure food laws, together with expert workmen and high grade flour, have produced wonders in bread making. They have made it possible for you to buy bread cheaper than you can make it. You can save your strength, your time--and money.

Brown & Co. brands--Perfection, Butternut, Pioneer and Special--are the appetizing results of long and progressive bread making, the cleanest of workrooms, the latest machinery, large automatic ovens and equipment that allows the lowest cost in the making, and consequently the lowest cost to you.

If you buy bread, instead of making it, you want only the best--it costs no more than the other kinds. A trial will convince you that ours is the best. Call up the Fourth Avenue Grocery, which sells our brands, and have some delivered--do it when you order your groceries tomorrow.

Very truly yours,



If the dealer reminds Mrs. Smith, when ordering sugar and potatoes, of Blank & Co.'s breads, and suggests sending a few loaves, the sales are bound to increase rapidly. Here is where there should be good team work between wholesaler and dealer; cooperation should be active, constant and consistent.

On some lines, such as specialties or new products, the proposition is not so simple, for the educational work takes much longer. The letter, in such cases, should have four specific purposes: picking up prospects, educating them, creating a desire to possess the article or goods, and turning the prospects over to the dealer to "close."

If the list is a selected one, such as inquirers secured through magazine advertising, these purposes are more readily accomplished as the prospect is already interested to a degree. But the aim is always the same--stimulate the interest and get the prospect into the store.

Even where the letter has created a desire for the goods, its force may be wasted unless it impresses the name of the dealer upon the mind of the reader. Make the name stand out prominently near the close of the letter. Some houses accomplish this by a sentence of this kind: "Mr. Jones, 212 Main Street, handles our line--you can easily reach him and he will be

glad to tell you further details and show you the goods." Or, for simplicity, they merely write the dealer's name and street address at the bottom of the page. Others have clever schemes by which to impress the name of the dealer and his address upon the minds of the inquirers. For example, a clothing manufacturer encloses with his letter a highly engraved and attractively colored card, which reads: "This will introduce you to our dealer in your city, who will be very glad to show you our latest line of exclusive fashion ideas. Should you decide to order any clothes through him, you can rest assured that your order will receive our most painstaking attention." At the top of this card is a space where the inquirer's name is filled in and another space, surrounded by a black border, where the dealer's name and address is typewritten.

If the dealer is well known in his locality and has considerable prestige, a letter sent out over his signature and on his personal stationery often gives more confidence to buyers. It accomplishes all the purposes of the manufacturer's letter, and is usually more effective, because the retailer is known personally to them. So the house writes the letter from the dealer's attitude, adding here and there a touch of local color. Then the mailing is sent out direct from the house or turned over to the dealer, so that the letters may have a local postmark.

Take the grocer, for an example. A personal letter from him to consumers in his locality, whether to his customers or those of his competitor, always carries weight. Here is a letter from a manufacturer written at the house and bearing all the earmarks of a personal letter from the dealer. It aims to get the buyer to the dealer's store by two distinct methods—the special advantages of the goods and by the assurance that they can only be obtained from the one grocer in that locality:

Dear Madam:

There is no need of your boiling, broiling, baking and stewing in an overheated kitchen if you have **EVER-READY** meats in your pantry. They need no cooking and are always ready to serve, hot or cold, in a hundred appetizing ways.

EVER-READY meats could not be more savory or delicious if prepared in your own kitchen. The government inspection makes you sure of their purity. Every week an increasing number

of customers are using these prepared meats, for they are convenient; they are always ready to serve; they are unexcelled in quality.

Do not take our word for it. Try them and see. One trial will show you why your neighbors are so enthusiastic over EVER-READY meats. This store alone handles this brand and I hope the next time you are in this vicinity you will drop in and sample some of them and take home a can.

Very truly yours,

A. L. Lawrence

A letter of this kind—the dealer's personal letter—may readily be used to couple up with the manufacturer's answer to an inquiry, the manufacturer sending out both letters; the dealer's personal letter going out a few days after his own. The prospect gets the impression that his inquiry has received double attention. Often to gain an approach for the dealer's personal letter, a direct reference is made to the inquiry: !

Dear Sir:

Brown & Company have written us about your inquiry and, though you have probably received a catalogue and other descriptive matter direct from them, we want to invite you to call at our store where you can see the Wellington machine in actual operation. It will be a pleasure to talk with you personally and explain any of the features that may not be perfectly clear to you.

Very respectfully,

W. Wallace C. Co.

In case these dealer's personal letters are sent out from the local territory, the dealer must have a list of the inquirers written, that he may couple up the two letters. One manufacturer uses a simple device for accomplishing this. The dealer is first supplied with coupling-up letters, then with the manufacturer's inquiry reply, is sent a slip bearing the name and address of the local dealer. At the top is the name of the inquirer. These slips are duplicated to the dealer, who mails the coupling-up letters to the addresses given on the inquirers' cards.

Since all letters mailed by the manufacturer are more effective if sent to a selected list, the dealer is at all times encouraged to send in names of his customers, names of his competitor's customers, or names of special prospects.

One manufacturer asks the dealer to send him any local lists of buyers obtainable; such as telephone or city directories or association memberships. A baking-powder house supplies the dealers with books of cooking receipts which the dealer gives out to persons who call at his store, and leave their names and addresses. These are then sent in to the manufacturer.

One manufacturer of stoves secures from the dealer the names of all persons who are known to be in the market. Then a letter is sent out from the house to the prospect, taking up the arguments in favor of that particular stove in this way:

Dear Sir:

Before you purchase that new range you should take time to investigate the merits of the Opal stoves.

The true test of any stove is in its use. When new, one stove looks a good deal like another, and it is only by actual service that the real value is shown. Our claim for merit in the Opal range is warranted by the years of satisfactory service it has given to thousands of users. Only the highest grade of materials and the most skilled workmen are employed in its construction. All steel is extra quality, highly polished and requires no blacking. All cast parts are made of the highest grade cast iron obtainable. The fire boxes are made large and roomy and are correctly proportioned to hold fire for a long time. The ovens are full size, made square, and will bake quicker, more evenly and with less fuel than the ovens in other stoves.

But we cannot tell you even briefly all the good points about the Opal, but we do want you to call at John Jones' store at 428 Center avenue, look the Opal over carefully and see it taken apart so you will understand the reasons that have prompted thousands of householders to buy the Opal in preference to all other ranges.

Very truly yours,

OPAL STOVE MANUFACTURING CO.

By *Edward Bennett*

Mgr. of Sales.

Another manufacturer gets out letters for his dealers whenever they visit the house to purchase goods. These letters are often personal communications from the dealer to his customers, calling attention to new styles and samples he has discovered during his visit to the city. They are sent out from the house over the dealer's signature and are made up in some such form as this:

Dear Sir:

Can't you call around at our store in a few days and look over the new patterns in browns and fancy blues that I have been selecting here in the city? I honestly believe this is the finest line of goods I have ever seen and I know you will be enthusiastic over some of them.

I am taking a few of the best patterns back with me and will be mighty glad to have you drop in some afternoon and look them over before they are placed on sale.

Very truly yours,

M. Q. Williams

A short, friendly note of this kind carries great weight. It is unusually effective where relations between the dealer and the customer permit the tone of intimacy in the letter.

A tobacco manufacturer, wishing to direct a campaign of letters, booklets, printed matter and samples for the dealer, decided, for more effectiveness, to secure a select list first. To secure this list, the dealers were interested in a prize guessing-contest. An attractive window-display was made in the dealer's store, appealing to all classes of smokers. The only requirement for entering the contest was for the smoker to leave his name and address in a book. After the contest was over and the books had been returned to the manufacturer, the campaign was directed at the smokers whose names they had secured.

A large wholesaler adds to his letter campaign on the dealer's customers and prospects, a letter to the dealer's salesmen. The first step in the campaign for dealer-sales is to educate the dealer to cooperate with him; the second is to induce him to send in names of possible prospects and to include with this the names of his clerks. During the campaign on consumers,

letters are mailed periodically to the clerks to secure better results. Here is an effective letter to clerks:

Dear Sir:

Your word usually makes the sale to the average customer--we appreciate this fact. We also appreciate how often you are called upon to recommend good brands, especially of canned goods. If you recommend the best, your customers will be pleased--they will come back again and again--you will be establishing a trade that will make your position stronger--your value to the house greater.

We are writing to impress upon you the fact that there is little danger of your "making it too strong" when talking about the Lunar products. We raise our own vegetables and pack them the day they are picked; our plant is the largest and most complete in the country; our system of inspection is most rigid--every facility that money can buy, every precaution that science has proved, and an organization that has made this establishment known throughout the country--the result is a line of canned goods that is not excelled in quality; a line that you can guarantee absolutely. Recommend them for a week or two to your customers and then watch them come back for more orders.

Very truly yours,

D. C. L. / R. E.

THE LUNAR COMPANY.

Thus this manufacturer not only educates prospects and customers and keeps them trading at the dealer's store, but he also insures proper treatment when they call, by educational work with the clerks. For the cooperation of the clerks is nearly as important as the cooperation of the dealer.

So when you open the letter-campaign that aims to turn your product on the dealer's shelves, first show the dealer that you work for his interests primarily; secure both his and his clerks' cooperation and then go to the user of the goods to develop interest and create a demand for your product.

Wielding the "BIG STICK" in *Letters to Salesmen*

PART XII USING LETTERS ON THE DEALER TRADE CHAPTER 4

WHEN your salesman is sitting opposite you in your office, it is easy enough to inspire him to greater effort—to put "ginger" into him—by the sound of your voice, the glance of your eye, the slap on the back or the emphatic thump on the desk. But to impress your personality upon him when he is on the road, perhaps buried in a third or fourth class town and needs your encouragement most, is a problem that resolves itself to the PERSONAL LETTER. Herein are extracts from some sales managers' correspondence with their salesmen—methods for keeping up the fighting spirit of the men in the field

THE sales manager who looks for big results appreciates the necessity of keeping in close touch with his sales force, no matter how widely it is scattered. To maintain a point of contact that will carry a current of enthusiasm and galvanize the most discouraged representative, a three-fold ability is required:

You must be able to put yourself in the salesman's clothes, understand his personality and see the selling problems through his eyes.

You must be able to show him *your* position; put him at your desk and make him understand "the why" of house policies.

You must know the territory in which the salesman works, understand the local conditions and the class of customers he reaches. Such knowledge is essential to an understanding of the

field problems and without this understanding the sales manager cannot give real help or inject much enthusiasm.

The salesman is the human factor—the connecting link between house and customer. His treatment of customers should reflect the character and policy of the house. His attitude should create the same degree of confidence that you, as sales manager, would create were you able to handle each customer in person. This is the ideal to hold up before the sales force.

You aim to educate the salesman to the importance and responsibility of his position, to direct his efforts into productive channels and to keep him interested and working at top notch efficiency. Except for occasional conventions or meetings, you must rely upon letters to recharge his energies.

In order to make these letters effective it is necessary to know where a salesman can be reached at all times. This necessitates a daily report by which each man's route can be followed by a map and tack system. Customer reports give data regarding selling conditions in each territory and a weekly summary of sales enables the sales manager to keep his finger on the business and the work of every man.

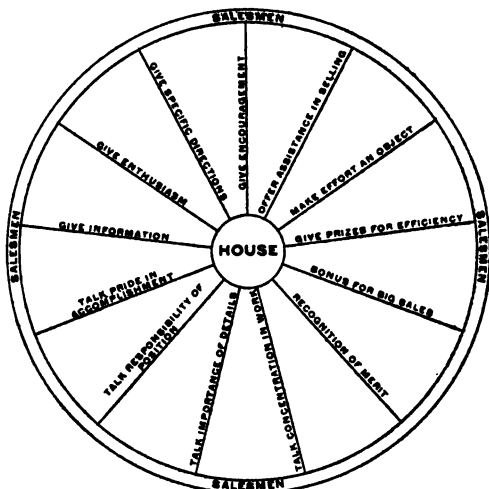
The experienced salesman learns to read between the lines of the salesmen's reports, detect lagging interest, determine when they are working from a wrong angle, interpret the hidden note of discouragement and with letters charged with enthusiasm and helpful suggestions, brace them up and get them going under full headway again.

But these letters do much more than impart ginger and inspire confidence. They are frequently educational in the strictest sense of the word. Various selling arguments are taken up, anecdotes are related showing how problems have actually been solved, difficulties met, obstacles overcome. A salesman may never recognize his own weakness until he sees just how some other man has been able to increase his sales.

It is obvious that the salesman must be supplied with price changes market reports and suggestions for handling emergency propositions. Many houses employing large forces of salesmen send out house bulletins, daily or weekly, instead of letters, to give this information. The bulletin is usually a small pamphlet made up as attractively as possible without incurring too great expense. It discusses house policies from the viewpoint of both house and salesman; takes up questions of compe-

tion and methods of meeting arguments; reproduces suggestions offered by salesmen; carries warnings against poor selling arguments, misdirected energies and the dangers of wasting valuable time. Then it outlines advertising campaigns that may be available as selling arguments.

Time after time the brilliant beginner falls down because he lets his own magnetic ability to take orders blind him to the



The house should keep in close touch with its field forces and this chart indicates the many ways in which letters may be used for gingering up the distant representatives

necessity of keeping the slag ends of his business picked up. He neglects details, taking orders with never a thought of how or when they can be filled.

Either house bulletin or letter explains the mistake of this attitude and suggests remedies. A little ginger, plus some hard sense talk, puts the spur on the lagging salesman and opens the eyes of the man who ignores business detail.

Some concerns conduct educational letter campaigns which carry the salesman mentally through the various departments

of the business. He is shown operations in factory and warehouse, details of shipping and billing rooms and working systems of the credit and collection departments.

Salesmen must be inspired to raise their efficiency; they must feel sure footed. Confidence in one's ability is the keynote of success, and in letters to salesmen, hammer on this idea continually: "You can do anything any other person has done, *if you do what he has done to accomplish it.*"

Some men are handled by letting them alone; others are handled by sympathy; others by analytical criticism; others by direct and specific advice. No rule fits them all—or any two, but every letter sent out must be intended to leave the man in a better frame of mind. It should convince him that no matter how his disappointments have piled up, he is sure to demonstrate his power if he keeps at it, and does things *right*.

Giving the salesman some specific thing to accomplish often gets results. For example, an insurance manager wrote an agent:

"Go over to So-and-So and insure him for ten thousand dollars. He will tell you that he doesn't want the policy, but I know he does."

It is a surprise what such specific instructions will accomplish. Agents who have been falling down frequently regain their stride under such a spur. The influence of a strong personality upon a salesman is great, and the man who has been aimlessly looking up and down the street, will apply himself with new vigor if his energy is properly directed.

Many times it is possible to turn to account the disappointments and discouragements which make men falter. If salesmen can be made to realize that the very difficulties of their calling give them their living, they will find a new incentive.

See how this letter would give a new salesman a new outlook:

"Some salesmen forget that the difficulties in the business are the stones in the wall which protects them in their field of labor. Were the business suddenly to become easy, a thousand times as many men would be rushing into it as rushed to the Klondike for gold. Were it not difficult, the 'diggings' you have staked out would very soon be exhausted."

When a man thinks of his calling in this light, he is nerved to go ahead. There are many such diplomatic turns the manager may give to complaints, generating inspirational advice from the discouragement.

Deprecate any complaints from men that this or that salesman was specially favored by circumstances. Seek to impress upon all that study and determination and perseverance will accomplish almost anything. Point out that "luck" really undermines a man's strength and makes his future success less secure, even though he may profit temporarily. The force of this argument often nerves men on although they had been ready to quit the struggle.

Follow the general idea of this letter:

"I have come to look upon it as a pity that circumstances should ever combine to place men of much ability in a position where they are not obliged to begin with a struggle for existence; for most individuals are so constituted that they are obliged to do so. The saving event in many a man's life is the blow that takes away the props that have supported him and leaves him to look out for himself. Many persons have told me that this is true of their own lives."

The men who receive a letter like this, come to look upon "luck" from a new angle. The sales manager may deal in platitudes and time-worn ginger talks but they are new to the young salesmen and help them see their problems in a broad way.

Men do not think out these things for themselves at first. They must be educated. Take a man out and tell him to jump over a five-foot hurdle and he will say he can't do it. To train him to jump, you give him lower hurdles, and raise them gradually. To lift men by degrees into a knowledge of their own powers and the ability to use them is the aim of the sales manager.

Never discourage a man by running down his ability. On the contrary, tell him how much he is really capable of doing. Example is very valuable in getting men to work. Show them what other men are doing, or have done, and point out that the men who accomplished such marvelous results are only like the common run of mankind.

Even the best salesman out on the road will at times falter and lose faith in himself unless he is galvanized from the office.

The struggle is hard, and he is away from the inspiring influences of the house and the magnetic touch of the men who swing the thing along. A letter of fault-finding, a "roast" from the home office, a discourtesy from his manager, reflects itself disastrously

Dear Mr. Cochrane:

The correspondence I have just had with one of our field men working a difficult territory is so pregnant with suggestion that I am going to pass it on to you.

Mr. Geo. L. Brown, working the counties of Winneshiek and Howard, in Iowa, wrote me on August eighth last that he had about decided to go into the land business as he had been offered a guarantee of twenty-five hundred dollars and expenses a year.

I wrote Mr. Brown the tenth as follows:

"To my personal knowledge we have not a field man making less than twenty-five hundred dollars yearly who does not fail to work regularly eight hours a day.

"The field man who plans his time and who spends eight hours a day out among his prospects makes three--five--eight--ten thousand dollars--no matter what the territory.

"The opportunities are greater in insurance than in any other line today for the man who will put in the time. So, before changing to any other line, I want you to try the eight-hour-a-day plan--and see how profits foot up."

Fifteen days later, I was pleased to receive the following wire from Mr. Brown:

"Keep my name on the agency list. Have written forty-two thousand dollars in two weeks."

And--remember: This was the same man in the same territory. He merely tried the plan of working systematically eight full hours a day in the face of every possible discouragement.

Most cordially,

Wallace E. L.

Manager of Agencies.

The inspirational letter is especially needed for gingering up insurance solicitors, and the field force can be greatly stimulated by the manager who understands how to apply the spur by letter. The above letter proved unusually effective in holding men down to their work

On the other hand, any man worth having is worth treating diplomatically.

For example, here is an idea that has been effectively used:

"There is a vast difference between a proper understanding of one's own ability and a determination to make the best of it, and offensive egotism. It is absolutely necessary for every man to believe in himself before he can make the most of himself."

To get men to exercise their powers in initiative requires pressure from above. The manager cannot sit in his office and expect his sales force to keep up their enthusiasm without encouragement.

No matter what the incident or occasion for the letter, the keen manager can turn it to account by using it as an inspiration-builder. If it is patience the man needs, you can give him a little talk that will leave him in the right frame of mind by a letter of this kind:

"One of the most essential requisites in the accomplishment of any really great matter is patience--not the patience which sits and folds its hands and waits, Macawber-like, for 'something to turn up,' but the self-control which never jeopardizes or upsets a plan by forcing it at the wrong moment. The man who possesses that kind of patience always finds plenty to do in the meantime."

If the man has scattered his energies, there is splendid occasion for a homily on concentration.

The letter ought to be the reflection of the same influences that exert themselves in the office: to put a hand on the shoulder of a worker, or give him a handclasp, or say things to him as in person, and send him away full of enthusiasm and determination to work as he never worked before--this is the real function of the letter to the salesman.

Salesmen's Letters That Keep Up a CUSTOMER'S Interest

PART XII USING LETTERS ON THE DEALER TRADE CHAPTER 5

TO HOLD a customer's attention when the salesman is face to face with him is a simple matter. But to keep the SALESMAN in the CUSTOMER'S MIND during the intervals between calls, especially at those times when he is about to place orders for goods, is a problem that is solved by the salesman's letters—letters ranging from hastily-penned personal messages written from various places en route, to form letters sent out from the home office over the salesman's mechanically reproduced signature. How these letters are prepared and how they are used is described in this chapter

CONCERNS that depend upon the salesman's personality to make their letters more effective, use one of these methods of producing them:

The salesman's letter written at his hotel.

House form letters—sent to salesmen for signature, postscript and personal supervision in mailing.

House form letters—mailed from the house over the salesman's signature, applied mechanically.

The salesman's hotel written letter carries the most intimate message, gets closest to the customer and is consequently the strongest in its appeal. It commands attention. It is the most adequate substitute for the personal call. It adds force to arguments, because explanations may be read and studied over during the customer's leisure moments. It builds an easy

approach for a sale at a later call by keeping the proposition fresh in the customer's mind without an appearance of too much persistence.

It is usually advisable to leave an opening for a follow-up letter at the time of the call. One alert salesman notes on his customer's desk memorandum the date when he expects to return, remarking as he does so: "You may want to reach me before that date; I'll just drop you a line from time to time to keep in touch with you."

Thus the stage is set for the entrance of his letters, which may deal with purely business matters, or they may relate wholly to matters of a personal or private nature.

A week after making the call, the salesman may express his real interest in the customer by writing:

"In my hurry to catch the 10:46 the other morning I may not have explained fully some of the selling features possessed by our AAA Corsets."

Then he goes on and reviews his arguments, pointing out the advantages in handling his line. Or, he may emphasize some one point that he had not played up sufficiently:

"Did I make it clear to you that there is but one refrigerator manufactured in this country using genuine porcelain food compartments, and that is the Alaska? There are plenty of imitations of one kind or another under misleading names. Some of them are good refrigerators but none of them will give such service as the Alaska."

Some service argument is always effective and seized upon by salesmen with pleasure:

"I received word from headquarters this morning that the new factory was opened yesterday. This is equipped with the most modern machinery and it practically doubles our capacity. We are now prepared to give you better service than ever before--better service than any other house in the country. Wire a rush order and see how we take care of you."

Another effective letter to a customer shows him how the salesman keeps his individual problems in mind:

"On my return trip I am going to tell you about a clever window I saw at the People's Store at Benton. They have a corner window just like yours, and the minute I saw the trim and the crowd it attracted I said to myself: 'There's just the thing for Watson,' and I arranged to have a photograph taken and can show you just how the stunt was worked--you'll be needing a new line of neckwear by the time I get back."

A selling scheme is offered as well as goods, and salesmen from rival houses will find it practically impossible to get an order from Watson as long as this man is taking such a personal interest in the development of his business.

News of market conditions that will bear directly on a sale, offers opportunity for some such letter as this:

"The weather conditions of the past few weeks indicate a shortage in the wheat crop. Prices of flour are sure to advance. I cannot advise you too strongly to place orders for several car loads at once. New Dominion flour is as safe an investment as government bonds--and will yield many times the profit."

Give the salesman ammunition such as a special offer on goods and he may get orders by mail from his customers. He may send letters back over the territory just covered and save the time and expense that a return call would involve. This letter is a good illustration:

"Look at the enclosed display stunt.

"Our display experts have proven that it doubles sales. It certainly is the most attractive scheme you'll see this year.

"The house has promised to give you one of these display racks--mind you, give it you, if you will advance your fall order a week or two and take the full gross of plates.

"This is a ten-day offer and I can't reach you within that time. Use the enclosed order blank and reach me at Benton, Hotel Columbia."

Special price tips often secure orders by mail when the salesman is pressed for time. The fact that a salesman makes a special proposition of this kind not only shows his interest in the customer, but impresses him with the "time limit" or the "limited supply," inducing him to "order now."

The salesman's cooperative letter assists the house in quick adjustment of complaints, and most salesmen feel that their time is well spent in personally straightening out kinks, as it gives an opportunity to show that their interest really extends beyond taking the order. Here is the way one salesman handled such a situation:

"Notification of your complaint has just reached me, but have not received particulars regarding the exact nature of the trouble. Write me fully and I can doubtless tell you just how to remedy it. Be assured there is nothing seriously wrong with your machine, for every one is thoroughly tested before being shipped. The trouble is due to some little part that is not just properly adjusted. If you can't explain the situation thoroughly in a letter, wire me and I'll change my route so as to reach Centerville Saturday night and get the machine running properly."

Often a clever twist may be applied by the salesman, in cases of unjust complaints, by which his letters will save future sales. A buyer who had overstocked tried to place the blame on the house, but the salesman smoothed over the imagined difficulty and tactfully thrust upon the customer an obligation to hold his next order for the house:

"I was sincerely sorry to receive notice from the house that you claim the books shipped were not as ordered. I have never known the sales or shipping department to make a similar mistake--in fact, my experience tells me that they are unusually painstaking and careful.

"Even though the house investigation indicated nothing wrong, I can promise that your interests will be considered first.

"You'll agree with me I'm sure, that they have met your complaint with all fairness when they allow the books returned. Don't take the time to thank me now. I'll call in a month with my fall samples and you can do it then."

The salesman is often the first to see the injustice of delays and mistakes in shipping, and the best judge as to the responsibility for overstocking or damaged goods. His letter, backing up the house letter, goes a great way towards smoothing out the trouble. He may seek only to back up the house and give the customer assurance of fair treatment. For example:

"I am very sorry to learn that the Cocheo Tweed was damaged in shipment. The house will speedily make it good--in fact, I have been advised that the perfect stock will be expressed to you prepaid this week."

Matters of purely private interest never fail to get under the skin of the customer. If the salesman can establish a point of contact through some medium entirely removed from business, he is often able to break down long standing prejudices. A western salesman who had never been able to land an order from a customer previously antagonized by some house policy, learned that this man's one particular hobby was thoroughbred horses, so he wrote the customer, just previous to his visit:

"I'm coming over to look at your stables. I'm interested in fine stock and I'm told your stable is the best in this section."

¶ The customer greeted him warmly when he called. They talked "horse" for an hour. Then the salesman inserted the fine edge of his argument, and found his man receptive. In ten minutes after reaching his customer's office, the sale was closed, and they were talking "horse" again.

To another customer, a golf enthusiast, the salesman wrote in this way:

"Garden played in his best form at the All Western, but he sprained his ankle. Can't you write him a note? I hope we can find time to play a round when we get our business finished."

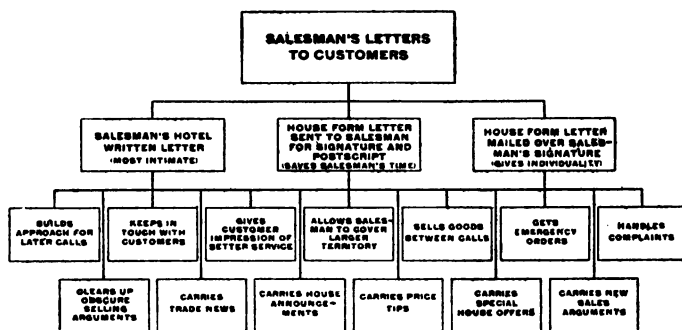
¶ Aiding the customer in his private affairs, and thereby making him indebted to the salesman is one of the possibilities

of a letter. A tip on the market, an unusual investment opportunity, a word of sympathy on account of sickness in the family—the avenues of approach are innumerable for the alert salesman.

Tact is always essential and the salesman should adopt the viewpoint of the person to whom he is writing and take up whatever phase of the question will appeal most to him.

This requires an extensive knowledge of trade, house and customers. If the salesman tries to carry all this in his mind he will fumble. He should have a system of gathering these facts, classifying and keeping them for quick reference.

A good method for gathering and keeping track of news is to make out a customer card on which can be entered the



A chart showing the many ways in which the salesman can use letters to keep in touch with his trade

names and addresses of customers, their business standing, orders taken, approval required for orders and discounts used. Under a "Remarks" space the salesman can enter general information, special conditions in the customer's business, matters that will need investigation and further attention. If he is wise he will add some data regarding personal characteristics, such as private interests of the customer, his home interests, his hobbies—anything that will give a hint to be used later in letters. Occasionally he finds a selling scheme used by some dealer that will be of service to the customer, and he makes a note of this on the card.

46 POSTSCRIPTS THAT GIVE THE "PERSONAL" TOUCH

Some simple method of classifying these cards is necessary. One method is to use a small file, lettered and tabbed to enable the salesman to get any particular card without difficulty. A "tickler system" is sometimes employed. This is a simple box with guide cards numbered from one to thirty-one and another set of cards numbered from one to twelve, indicating the days and months. Behind the card indicating the date on which a customer is to be written, the customer card is inserted and it comes up mechanically for attention on that date.

To save time for the salesman the house may get out a form letter and send it to him for his signature, a postscript and mailing. These letters lack the intimate personal feature, but they carry inspiration and more forceful argument than can be written by the majority of salesmen. The salesman can sign and postscript twenty form letters in the time it would take him to write a couple of personal messages.

Some situation may arise making it desirable to cover quickly a large territory, while the subject demands both skilled preparation and an intimate appeal. Here the form letter signed by the salesman fills the gap. The postscript and signature add personality; the post-mark, since the letter is mailed from a point in the field, assures attention from the customer.

The actual sales value of such letters was shown in a Chicago wholesale dry goods house, that had on hand a quantity of a certain brand of hosiery that had proved a slow seller. A cut was made to induce quick disposal of the surplus stock.

The manager decided upon a letter campaign. Letters were written from the attitude of the salesmen, in the first person, and sent to salesmen in the territories for signature and postscript. Merchants who had refused the stock were reached by the cut price and more than one-third of them placed orders.

Formal house announcements, price, quotation, season openings, and new house policies, are usually cold and impersonal. But add the salesman's signature and his more intimate postscript, and they glow with warmth and personality. A sentence, written at the bottom of the generalizing form letter, adds a bit of local color or an individual message and it suddenly assumes the character of a personal letter.

Even if the salesman's memory does not furnish him with ideas for postscripts that add local color to a letter, his "Pocket Album of Buyers" or his customer file will give him the neces-

"You remember our discussions over that local option fight at B——? Well, you win. The drys carried the county—hands down."

Or his file memoranda says that Brown is a warm socialist, and he takes the cue for his postscript:

[illegible]

This is a simple and convenient form of card on which the salesman may keep a record of his regular customers. The upper form shows the face and the lower the back side of the card. Space is provided for all the information that is required by the average salesman

"Your man Whitney spoke to over ten thousand people at Central City last night. I went out to hear him and was quite favorably impressed."

In the letter itself, the personal pronoun is always applied and mechanical details of make-up watched closely to insure the impression of the salesman's personally dictated message. To narrow a generally applicable subject down to a more individual appeal, is of foremost importance. Therefore the house correspondent must have a complete knowledge of trade, customers and the salesman's work.

For example, all the customers in a western territory may be affected by a poor wheat crop, or an eastern territory may be especially affected by labor conditions, or a southern section

may be affected by a demoralizing political campaign. The correspondent must keep in touch with local conditions and make use of such information.

To segregate the form letters going into different territories a simple system may be adopted. A series of code numbers or letters indicate each salesman and his territory. Each customer card is marked with its respective code number or letter and when the envelopes are addressed, this code, marked on the outside in an inconspicuous manner, shows to which territory they belong. They are then grouped by territories; form letters are filled in and laid out with the envelopes and then sent to the various salesmen.

There is another class of letters—the third method of creating closer appeal by employing the personality of the salesman.

They are the house form letters, given a more intimate application by using the first person and the salesman's signature—applied mechanically. As in the use of the "postscript" letter, this medium of approach may involve all but the most individual matters, since it can deal with any subject that can apply to an entire class of customers. Its most effective use in customer handling, however, is in supplying a medium for subjects that do not need the detailed formula of adding a postscript. This includes such form letters and house communications as deal with announcements of a very general application—letters or any bits of news necessary to reach customers between calls of the salesman, merely want a little more personal touch than the house form letter can supply. Here the use of the salesman's signature is enough to destroy the otherwise cold formality.

A scheme of this kind was applied by a dental supply house manager in letters to a certain class of graduating students and unusual results were secured. This sales manager had to fight five competing houses, all strongly entrenched. His salesmen had been meeting the students and building an acquaintance upon which to land sales of supplies at the close of the state examinations, but salesmen for the other houses were equally active. The sales manager secured, through his friendship with state officials, a list of the successful students before the returns were published.

How to give out the information, get the credit for the scheme and reap orders as a result, was the question. He

decided to send letters through his salesmen. A form letter giving out the news and tactfully taking the credit, was written in the first person, signed and mailed by the salesmen, each salesman reaching the students he had especially cultivated. The letter, in its closing clause, inserted the fine edge of the sales argument, in this way:

"You will be locating soon, and you'll want to look around pretty carefully before deciding on your office equipment. Better take a moment and come in to talk over this matter. Mr. Black, our manager, can give you some valuable suggestions."

This letter put on the one final clincher that swung the business. Not only did it give the salesmen an advantage, but it brought buyers direct to the house.

Where the list of customers runs into the thousands, some mechanical system must be used for applying the signature. One western concern adopts this simple though effective method: code numbers, marked on each customer card, indicating the salesman covering the territory, are transferred to the envelopes during the addressing work. These envelopes are sorted by code number and filed separately, and an equal number of letters laid with them. Then girls with rubber stamps quickly add the salesman's signature.

There is still another medium of reaching customers: the postal or mail-folder, may be used under certain conditions by the salesman. Its duties are best adapted, however, to announcements of calls and reminders that require only a brief message. These cards may be a regular form, supplied by the house and filled in by the salesman at his hotel. Their greatest advantage lies in the convenience in mailing and cheapness. Many salesmen sit up nights thinking out new ideas and clever ways of getting out announcement cards—something original that will more strongly impress upon the customer the date of their next call.

PART XIII

Consisting of nine chapters on the subject of "HOW TO CONDUCT THE FOLLOW-UP."

DRIPPING water wears away stones, hurrying feet hollow out the granite, rivulets make rivers, perseverance conquers genius.

Keep eternally at it.

When you want a customer keep on his trail; when you get one don't let him forget where he belongs; when you lose one, go after him, keep after him.

No business ever started big. It was the follow-up that paid dividends.

No first sale ever filled a bank; it was the come-backs—pleased customers, satisfied buyers, slow-won prospects.

What The FOLLOW-UP Can Do For You

PART XIII

HOW TO CONDUCT A FOLLOW-UP

CHAPTER 6

NO OTHER PHASE *of correspondence or of letter writing is so little understood as the follow-up. There is nothing mysterious or difficult about it—at the same time it is one of the MOST POWERFUL engines in the business world—not only is it powerful, but it will PULL ANY KIND of a LOAD; it will work for any line of business. It will do educational work, get information, locate prospects, sell goods, collect money and tighten the hold on distant customers. This chapter shows what makes the follow-up possible, how it can be used and what it will do*

WHEREVER there is a dollar to be spent, or needful information to be gathered, or a public to be educated, there is a place for the follow-up," says a mail-order man who has found in the postage stamp a modern Aladdin's lamp that lets loose the genii of unlimited powers.

"Follow-up" is the most elastic word in the advertising vocabulary. Its use is confined to no one business or class of business. It is universal. Wherever men seek to dispose of wares; wherever there is a public to be educated, sales to be made, information secured, money collected, distant customers gingered up—there the follow-up can be utilized.

There is a little hotel up in the Berkshires. The charm of the spot, its seclusion, or something, seems to make it a lodestone for bridal couples. Records are taken from the register as to this class of guests, and eleven months from the date of a couple's first visit a little reminder of the hotel's existence is sent in the

shape of a suggestion that the wedding anniversary be spent where the honeymoon had waxed and waned. This letter proves its right to the title of "follow-up."

A cement manufacturer had a press-clipping bureau keep him informed of all failures in municipal concrete work within his freight range. When a failure was reported, the contractor received a letter which, while sympathizing with him, set forth the advantages of this particular brand of cement in a way that implied that the accident would never have happened if Sampson cement had been used. Municipal boards and other officers interested in the work also received diplomatic communications designed to make them sorry that they had not before known of this *good* cement. The quality of the cement backed up the statements made about it and this simple but unusual follow-up scheme alone, without an agate line of general advertising, raised the concern from twenty-fourth to fifteenth place in the sales-list of cement manufacturers within ten years.

When a man asks what can be done with the follow-up, one word fully answers the question: "anything."

A short-time money-lender finds that a follow-up sent to salaried men brings him all the business he can handle.

An agent for a laundry in a district where there is the closest competition for business, uses the follow-up to secure new customers, particularly for flat-work from boarding-house keepers.

Follow-up letters pay an enterprising rag- and junk-man, who announces the date of his next call and the prices he will pay.

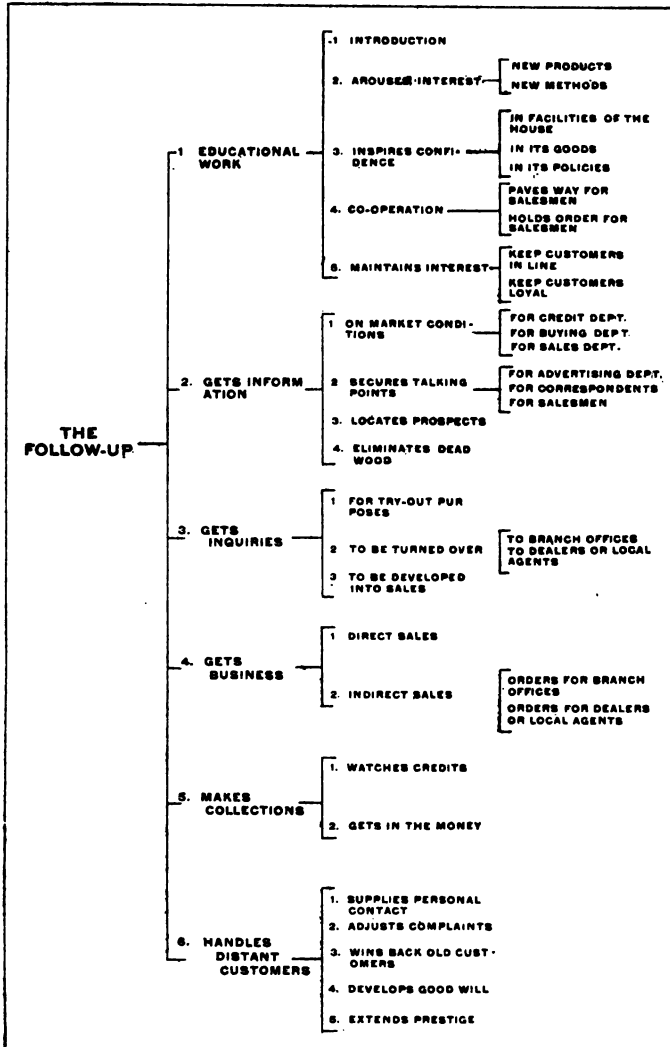
A club for business men extends its membership and influence by follow-up combined with a personal canvass.

A hospital using a definite method of treatment, found the follow-up profitably took the place of personal solicitation.

An amusement outfitter found it added appreciably to the number of sales made on thirty-days' trial to conduct a whirlwind follow-up campaign to help patronage for the amusement device being tried out.

The storage section of a metropolitan department-store found a follow-up sent to purchasers of valuable furs and cloth garments brought more business than all other business-getting plans combined.

The uses of the follow-up are infinite; it is applicable for all lines and nearly every activity of modern business can be stimulated by the recurrent appeal to the prospect.



The functions of the follow-up are almost unlimited and nearly every department of business can apply it profitably as shown by this chart

Generally speaking, there are six purposes for which the follow-up is commonly used: it may be educational in its work; it may be used to get information, to get inquiries or orders, to collect money and to tighten the hold on the distant customer.

There is no other educational medium that is more practical for most propositions than the follow-up, yet comparatively few businesses appreciate its possibilities. It is in acting as a preliminary to the salesman that the educative follow-up finds its greatest field. Salesmen for pianos, sewing-machines, insurance—men who ordinarily have to spend fully four-fifths of their time on wasted attempts to see the prospective customer—are able to cover twice the territory when a preparatory follow-up campaign precedes the canvass. Not only is a salesman able to see a larger percentage of prospects, but he can center his efforts on the fine points of the proposition and “closing-up.”

A sewing-machine company, extending sales largely by means of local agents, found it was most advantageous to flood a territory with educational follow-ups before an agent was sent out. Then a local agent was appointed, and supplied not only with advertising matter but with two or three skilled solicitors to go out in the field and get business started. This is the last letter prior to the appointment of an agent:

Dear Sir:

By this time you are familiar with sewing machine economy and construction.

Does it not strike you that the thing to do is to get as good value in machine construction when you buy, as possible?

You want wear--ease in running--no repair bills--the best service possible.

Under our guarantee plan of selling, you get this--OR YOUR MONEY REFUNDED.

Fifteen days from today we will send you a valuable coupon to apply on purchase price, provided you purchase from the agent whose name is on the value certificate.

Very truly yours,

BROWN SEWING MACHINE CO.

By *M. B. Andrews*

The educational work begins with the introduction of a new firm and in arousing interest in its products and methods; it should inspire confidence in its facilities, in its goods and in its integrity and pave the way for the salesman. Finally it should maintain the customer's interest; keep him "lined up" and transmit enthusiasm through the mails that will key up the loyalty of the distant salesman, or dealer, or customer.

With every sale that is made there is a risk of losing the customer; something may go wrong with the shipment; the goods may not come up to the standard that he had set in his mind; he may simply neglect from day to day to order. In any of these events the follow-up can be called upon to maintain interest and educate the customer to continued liking.

The right kind of follow-up, the kind that re-convince, that anchors the customer firmer than ever to the house, is one of the most profitable letters possible. For the cost of getting the customer has possibly been greater than the profit on the first sale. It is the re-order that most firms want; it is regular customers who pay the dividends, and the follow-up is the most potent agency in keeping them interested.

It is just as necessary to galvanize the distant dealer as it is the distant consumer, and many jobbers now use follow-up letters to dealers covering such practical subjects as talking-points for the line; how, when and what assortments to buy; how to put goods on display, including special window- and floor-displays; prices to ask; how to advertise the line; conducting special sales; selling for cash; getting in the money; distribution of circulars; keeping track of profits.

Other houses use inspirational follow-ups to supplement the dry facts of the informational letter. Both are good.

The inspirational follow-up is one which is peculiarly fitting for the purpose of keeping the man in the field enthused and going. The salesman, temperamentally as well as from the nature of his work, is liable to lose several days a month from discouragement. This takes a considerable toll from results, if it is not counteracted by the sales-manager or home-office. Where the bulletin is too impersonal, the follow-up fits in, thanks to its intimacy, authority and personality.

More and more it is becoming customary for a business to go direct to the source for needed information. As an instance, a Milwaukee firm manufacturing electrical devices, bases its

advertising campaign largely on information drawn from the sales-agencies in different parts of the country, the salesmen in the field and actual users of the company's product.

But this information does not come in on the first call, and it is necessary to follow up the original inquiry and put the request in various forms, and the advantage of answering, in various lights, before all the desired data is obtained.

A business-device company sends out monthly, to its men on the road, follow-ups letters of this kind:

Dear Mr. Phillips:

Please write me concisely what argument you have found most convincing when the prospect alleges the price of our #7 is too high for the amount of business done by him.

Merely an outline of the arguments you are using will be considerably received.

Yours for business,

J. H. LAWSON,

Sales Manager.

While the advertising and sales-departments are special beneficiaries of follow-up designed to get information, yet the credit department, collection department and buying departments make use of this data, especially such facts as relate to market conditions, operations of competitors, development of new territories and so forth. In fact, any department of the business can reach out for information—and get it—by means of the ever-ready and adaptable follow-up.

Another function of the follow-up is to get inquiries. Many concerns leave this entirely to the advertisement, but there are firms that have built up large businesses without using a display advertisement, or traveling a single salesman. Ask the general manager of a wallpaper-book house what it costs him to reach the trade and he'll answer without hesitating, "Two cents a call." And the "two-cent-a-call" salesmen that he travels are bringing in the business at the rate of a million dollars every year in more cases than one. The man who calls on a decorator as representing one of these book-houses would have made a flying start toward being put down as an impostor, for since the inception of the business every sale, every complaint

every order, every collection has been handled by Uncle Sam. Prospects are found, dead wood eliminated from the list and the sales are made through the follow-up.

Circularization to get inquiries may be utilized most profitably by all concerns for one purpose, at least—the “try-out” of a new proposition. When it is wanted to put on a “gum-shoe” campaign with little expense, the letter-method is the way to get inquiries. An advertisement would immediately attract all those interested in the same line and the business-getting plan might be disclosed to competitors before it is under way.

But by circularizing a list and following up the first letter with others, it is possible to secure a fairly accurate estimate of the number who will be interested in the proportion and to modify it or even discontinue it, if necessary before it is advertised.

A second use of the inquiry-seeking follow-up is to get leads that may be turned over to a branch-office or to the dealer or local agent. Many inquiries reach the home-office that can best be handled by a dealer or local representative, and turning over interested prospects is not only the surest way of closing the sale, but it does more than anything else to enthuse the distant dealer or agent and redouble his efforts for new business.

Order-getting is the big function of the follow-up. It may be indirect, by bringing prospect and dealer together, or it may be the direct sale of goods, the method that removes the limitations to one trade zone and brings in orders half way round the world from the skirmish line of civilization. The yearly earnings-report of half a hundred mail-order houses selling every conceivable line of merchandise and the great specialty houses and publishing concerns that carry on their work entirely by mail give eloquent testimony of the power of the follow-up to get business direct.

The corner druggist who writes a letter to his lady customers telling them about a new cold cream he is handling and the great mail-order house with its 36,000-man organization and issuing eighty voluminous catalogues every year—retailers, wholesalers, manufacturers, jobbers and mail-order houses, they can all use the follow-up to advantage. Because of the importance of this function of the follow-up it is treated at length elsewhere in its various phases and angles.

The follow-up is likewise the mainstay of the credit department, systematically bringing in the money from the distant

dealers, agents and customers on whom it would be entirely impractical to have personal collectors call. How the follow-up is used in making collections is shown in Volume I.

A final function of the follow-up is customer-handling—establishing a point of contact across the states, adjusting complaints, winning back lost customers, securing their good will, creating a feeling of personal interest that means continued trade—more business—larger earnings.

Despite the phenomenal successes that have been registered and the apparent simplicity of the follow-up, it is nothing less than appalling to see how it is misused in the hands of incompetent correspondents. You might as well say that any man you have a mind to send out can sell goods, as to expect a follow-up—just because it is a follow-up—to accomplish its purpose. Just as the salesman must have a definite aim, tried and proved arguments, and a well-defined plan of approach, so must the follow-up be shaped with “an idea behind.”

The sales-manager would discharge a salesman on the spot who tried to sell goods with aimless, disconnected arguments, yet he will waste his money on a follow-up that would be a signal for a blue pay-envelope if the same words came from the the mouth of a salesman. Follow-up must have a basis. Before the first letter is written the plan or proposition must be determined on—not in a haphazard way, but by careful analysis, and every letter that leaves the mailing-room should be a logical continuance of the scheme or proposition it is based on. A man won't buy an automobile because it is speedy and handsome. Those are vital points, but the questions of durability, economy of up-keep, equipment, and so forth, all enter into the proposition, and these gaps must be filled to make the sale. True, all these arguments may not be necessary for one prospect, but they will be for another, and he is the man that the last follow-up letter is going to sell. Unless every argument is hooked together—every space filled, and the proposition or scheme behind the whole thing is kept well in the foreground, the campaign is destined to fail.

And another factor that enters into the success of the follow-up is the list to which the proposition is sent. Names must be “live” and judiciously selected. The campaign that will score heavily on one class of prospects will fall down on a second. The dead ones must be eliminated so that the postage-stamp

salesman will not waste time on names that do not represent either active or potential prospects.

When every name on the list is a *live* one, when every letter is right—then the returns that pour in make the factory-manager figure on his desk-blotter as to a night-force.

In following up inquiries, it should be remembered that they may be too cheap—of course *sales* can never be made too cheaply (providing Mr. Credits is at his desk) but inquiries that cost *too little* are frequently undesirable. The tone of a letter, an ill-advised offer, wrong lists—any of these things may be productive of inquiries that will triple and quadruple in selling-cost against inquiries that come higher in the first place. The elimination of attraction to the curiosity-seeking element in the letter itself is a fairly good insurance against “*too cheap*” inquiries, but a careful watch on every point is the best precaution. Then on the other hand we have the inquiry that costs too much—is so high in price that the possibility of a profitable sale is precluded.

There is a large publishing-house in New York that has long featured a set of books selling for \$25. It can put an advertisement in some of the so-called “cheaper” mail-order journals and bring in a flood of replies that cost less than five cents each—but they are too expensive to sell; very few who write in can be sold a \$25 set of books. Then on the other hand it can advertise in certain ultra-conservative publications where the replies will cost \$3 to \$4. Here again the replies are too expensive, as the selling margin will not justify such a price for the name of a prospect.

If the follow-up does not pull there is some basic trouble: the list may be worthless, the letters may not be properly written, or the idea back of them may be wrong—or a definite idea may be entirely lacking. You must learn to diagnose the trouble before you can remedy it. Test out the lists, try out the letters, prove the proposition by the results on the try-out, and you can evolve a strong, productive campaign. It means continual experiments and a willingness to retrace steps at the first sign of the wrong road, and the ability to direct the line of procedure—it is these things that have marked the history of every successful mail-order campaign.

DIFFERENT KINDS OF Follow-Up And How To Use Them

TO MAKE the most out of follow-ups, they must be thoroughly understood—the different kinds and where they should be used. The continuous follow-up; the campaign follow-up and the wear-out follow-up, each has its special features, EACH IS ADAPTED FOR A DEFINITE PURPOSE in business building and each has its limitations. The correspondent should understand the possibilities of each kind, when to begin using it, how to handle it—and when to stop. This chapter points out the difference in the three classes, shows their adaptability and how they are successfully used in different lines of business

A MILWAUKEE grocer, having a steady trade remaining at about the same level, became interested in the land business. As vice-president of a company owning a limited acreage of fruit land, he soon learned the possibilities of the follow-up. The campaign, put on by a high-grade promoter, was most successful; fully twice as much land as that on which the company had an option could have been sold.

Immediately upon the close of this campaign the grocer decided to sell the goods in his store by the same method—to put on a whirlwind campaign for trade along the line that had proved such a success for the real-estate proposition.

Result: the enterprising grocer was out the expense of his work, stationery and stamps—he even lost business in this trade-getting attempt.

The reason? He made the common mistake of using one kind of follow-up where another kind only would do the work. His real-estate proposition was successful with a "campaign" follow-up, where short time in which to purchase and large returns on investment were both essential elements. The grocery business, on the contrary, having neither of these elements in its make-up, called for a "continuous" follow-up—one which pushes constantly and conservatively for trade.

Fitting the follow-up to the proposition is no small part of success in getting returns. Both the professional follow-up writer, handling hundreds of widely-varying letters for different lines, and the man who writes merely an occasional series for himself should understand the different kinds of follow-up and know where and how each kind should be used.

In this age of scientific salesmanship and business psychology and other imposing "sciences" that our fathers would not recognize by their new names, the unassuming little follow-up seems to be a deep mystery, not only to the average man, but to business men who ought to know it outside in and back again. Even some advertising men have to screen their ignorance with a veil of arrogance when asked about the follow-up, by saying that mere letter-writing is out of their line. And yet "mere letter-writing" has saved the day in many an almost lost business battle. "Lack of knowledge of the simple A B C of the follow-up," declares one man with wide experience, "lies behind nine advertising failures out of ten." Many men connect the follow-up in their mind's eye with enormous filing systems and complicated methods of tangling a prospect up in such a mass of red tape, that he is forced to hold still while his money is gently separated from him. Yet the most complicated thing about the whole follow-up system is its name.

Putting the definition dictionary-style, a follow-up is one of two things:

A letter, usually designed to sell goods, and one of a series forwarded at intervals.

Or, the series itself, comprehending all of the group of letters, or other advertising matter.

Follow-ups may be divided into three groups or classes:

1. *Continuous*: That class of follow-up letters sent out by a firm to keep itself constantly in touch with its customers and prospects, announcing prices, seasonable offerings,

installation of new lines, season's greetings, with the idea of bringing to the notice of the prospect or customer certain facts regarding the firm and its goods or service.

2. *Campaign*: That series of follow-up letters designed as a whole to interest the prospect and close the sale; each letter following its predecessor logically, piling up arguments of interest, and leading to the climax. In the campaign follow-up, time is commonly an essential element, as the offer may lapse or all the commodity offered may be sold or the expense may necessitate termination.

3. *Wear-out*: That class of follow-up letters, each designed to make the sale, repeating the offer, placing it in different lights and forms of appeal, continuing as long as the returns from each letter are sufficient to make it profitable, until the list is exhausted.

The continuous follow-up is the salt and sugar of the business-getting world. It is as staple as calico in a country store. Any institution which conducts a legitimate, permanent business can employ the continuous follow-up. The firm whose trade is staple will extend that trade by staple means.

A druggist, crowded out of his corner location, was obliged to take a store two doors north of the corner on a side street. His campaigning-by-mail experience began with a simple announcement of his change of location. From time to time there came to him reasons why it was to the advantage of his customers to patronize him. These reasons he put in the form of follow-up letters. Through the trade-getting qualities of these "continuous" forms this druggist has practically tripled his trade.

The series featured these points:

Letter 1: Change of location because of rise in rental.

Letter 2: Stick by your druggist, for to him is entrusted that which is most precious to you—your health.

Letter 3: I am going to make it to your advantage to come "the extra two doors." (Accompanied by coupons good for one week—one cent on ten-cent purchases—two cents on twenty-five-cent purchases, and so forth).

Letter 4: What's the reason that my trade is "staying by me? (Prizes for best answers).

Letter 5: The reasons why my trade stays by me—what my patrons say.

Letter 6: Continuation of No. 5.

Letter 7: The pure drug question—why we must handle only pure, fresh drugs.

Letter 8: How we can fill *any* prescription.

Letter 9: Why our expenses are small—and how you profit.

Letter 10: We like to have you drop in “for that minute—and why.”

These letters continue indefinitely as long as the seller has some new point to make, some fresh goods to sell.

What is possible for a druggist on a side street is possible for any man handling a standard line. Groceries, dry goods, clothing, boots and shoes, hardware, plumbing, banks—all these and similar lines can use the continuous follow-up as a legitimate part of advertising expense.

As an example of one of a series of continuous follow-ups which brought business in the retail line, is a letter put out by a hardware dealer in a town of twenty-five thousand. From six to eight hundred were mailed every six weeks for over two years. It was accompanied by an illustrated list of timely goods:

Dear Mr. Smith:

When you think of hardware, we venture to say that you think of BURTON'S.

For the firm of BURTON'S has been associated with hardware needs and hardware satisfaction in Wellington county for a period of thirty-four years.

Pretty considerable length of time for a business to run--and GROW, don't you think? When YOUR excellent business has reached that age you'll feel like celebrating in some way. OUR way is to concentrate upon twenty-five or thirty items that you are sure to need, and, without shading the quality because of the lower price, assure you that you can keep one dollar out of every five IN YOUR POCKET when you buy from this list.

Read and consider the attached bargain list and remember if it's hardware it's at BURTON'S.

Very sincerely yours,

BURTON'S.

By *W. Wallace C. G.*

Manager.

Another business that lends itself to the use of the continuous follow-up is banking. The banker, unlike the merchant, cannot offer any special inducements either in price-reduction or "more goods for the same money." His plan by which to get business must be even, continuous, keeping the name of his bank before the desirable prospects and emphasizing its conveniences, solidity and facilities.

* A western banker in a town of twenty-five thousand used a "cashier's letter" as a continuous follow-up. It was sent to a list of six hundred select names and was instrumental in opening over three hundred accounts:

Dear Sir:

I wish that I could bring home to every man, woman and child in Fillmore county the benefits which come from a savings account in a bank which is known to be conservative and accommodating.

First of all, every dollar that you put in a bank helps the community in which you live by circulating--being spent--in that community.

For it is just the same with money as it is with favors. Favors are of value only as they are done for you or you do them for some one else. Favors undone do no one good. Similarly, money that is kept out of circulation is of no use to a community. The minute it gets into circulation it helps you. Your business, your neighbors and your friends; all get the benefit from the dollar which you save and put in the bank.

Hoarded money is idle money. Idle money is just as much to be abhorred as an idle person. Put it in the bank and the bank puts it in circulation--lends it to people who need it--and uses it as a basis for favors against which you can draw.

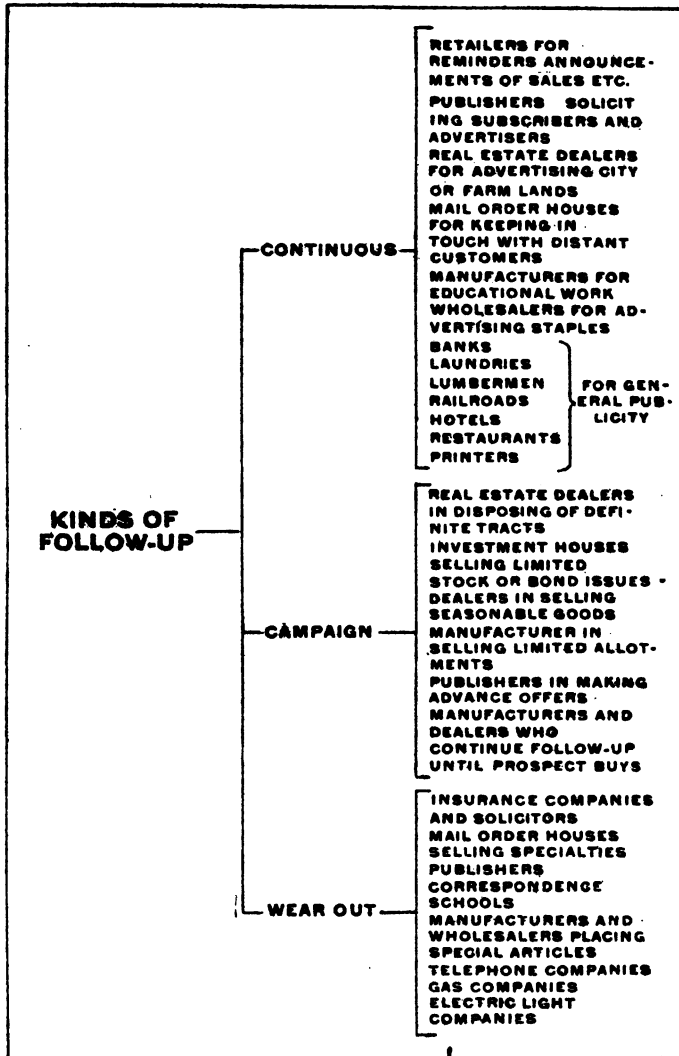
This is one of the benefits of a bank account--come into this bank and talk over some of the other benefits. You will be surprised to find out how many ways there are of benefitting yourself by having money in the bank.

Very truly yours,

L. L. Lawrence

Cashier.

The manufacturer, jobber and dealer all need to keep items and prices continuously before the customer. To do this calls



A chart showing the kinds of follow-up adapted to different businesses

neither for the exercise of persuasion or campaign methods. A simple form of announcement sent at intervals—for it must be brought to the customer's notice with regularity—does the work. This is the simplest form of the continuous follow-up and one of the classes that is both economical in cost and sure of results. It may be nothing more than an invitation to call and inspect a new line of goods or it may quote prices and describe certain products in detail.

"Often it is possible for a business to use both continuous and campaign follow-ups," says the manufacturer of pianos. "The continuous follow-up, in our business particularly, corresponds to publicity advertising; the campaign follow-up to direct advertising. A certain percentage of our receipts goes for the purpose of burning the name of our piano into the minds of the people; a still larger percentage is laid out in business-getting campaigns as those commonly termed 'piano-contests.'

"In bringing the name of our piano before the people, we use thousands of continuous follow-ups. These constitute a part of the publicity side of our marketing. While a certain percentage of sales must necessarily result from this class of letters, yet the campaign follow-up is looked to for results that can be keyed and traced."

As the designation "campaign" implies, each letter in this class of follow-up does not stand alone, but is a unit in a definite business-getting campaign; it is a part operating in conjunction with more or less complicated, interrelated parts.

A business-getting campaign employs advertisements, booklets, circulars, follow-up letters, all to one end—to accomplish a more or less definite purpose within a certain length of time. This time may be indefinite, as when based upon the closing out of a line, which, when sold, cannot be renewed. Or it may be based upon the number of returns, ceasing automatically when the cost of the campaign can not be paid out of the profits from orders.

Again, the campaign may cease because of the lapse of interest, as when a leading statesman bought a large tract of land in one of the newer states, the land campaign based upon this fact was limited by the time in which interest could be maintained in the "leading statesman" talking point.

Similarly, when a noted actress was interpreting a character which caught the public fancy, an enterprising manufacturer

of pleasure boats based a series of campaign follow-ups on the fact that a boat selected by her bore the name of the character she was then so successfully interpreting.

The campaign may be limited by some premium offer, as when a company selling irrigated lands in Washington spurred up its sales by offering a certain number of apple trees free to the first hundred buyers. This inducement was the basis of a special campaign.

Then there may be a campaign follow-up that ends when the prospect buys or for some other reason is out of the market. Where some big improvement is contemplated such as the construction of a large power plant or the equipping of a mine or the installation of an irrigating system manufacturers reinforce the work of salesmen with a letter follow-up that continues until the prospect makes his contracts.

The campaign follow-up turns the intangible opportunity into tangible returns. An event takes place—the shrewd manager recognizes it as a happening upon which to base a follow-up campaign. A special item in a manufacturer's line proves a success far beyond expectations—here is an opportunity for a campaign follow-up. Public interest is roused to a high pitch by a new invention—a chance for the campaign follow-up.

Campaign follow-ups originate in most cases from timeliness—from opportunity, but so great is the business-getting power of a good sales letter that a series of campaign letters may be put on to advantage at any seasonable time.

The wear-out follow-up is the personification of level persistence. It is adapted to the sale of articles that are the same in style and in price year after year. The best examples of wear-out follow-ups are in the sale of standard books, musical instruments, typewriters and equipment on which the price is stable.

The principles governing the use of the wear-out follow-ups are based on the experience of those office salesmen who "comb the list" relentlessly, so extracting the last possible dollar from it.

The wear-out may be used not only in disposing of standard products but it may be introduced as the finishing series of a campaign to dispose of the surplus stock. Its success depends upon new angles of presentation, new approaches to the prospect's interest, easier terms of payment or some appeal that will take hold.

It is necessary to watch the record-sheet closely in order to stop just as soon as the returns fail to show a profit. Each mailing must show a profit for the aim is not for general publicity as in the continuous follow-up, or to work the reader up to a climax as in the campaign follow-up. As the name suggests, the plan is to keep hammering away at a list of prospects until it is worn out—not worth the cost of another mailing.

Another thing to be kept in mind is to guard against demoralizing the regular trade, undoing the work of previous campaigns or making future campaigns difficult or impossible.

The only guide to whether a wear-out series will pay is the record of returns of past wear-outs, where these are available. Where these are not, it is possible to determine whether or not a wear-out series will pay by going back over the records of the campaign follow-up and noting whether the percentage of returns has been abnormally high or low. In either case, a wear-out is advisable. High returns show that right methods are being used and that there is more money where considerable has already been secured. Where the returns are low, the more expensive campaign can be abandoned and the less expensive wear-out substituted. This may eventually show where the campaign was faulty or determine what lines to follow in future business.

"A successful wear-out letter showed us along what lines to push for future business," says the manager of a firm selling cement-mixers. "For several years we have put on one or two campaigns a year in order to clean up stock on hand. Out of machines sold by the campaign, one or two items would come back. We rely on our wear-out letters to sell these. But, as a by-product, one of our wear-out letters produced such results that not only our campaign letters but our advertising matter has been made to conform to the particular plan of selling used by that particular letter."

It is to be remembered that unlike the continuous, the wear-out cannot rightfully be charged in part as publicity advertising expense. The former always creates a head of advertising value; the latter may not. The enterprising dealer who puts out a line of convincing continuous follow-ups is pretty sure to get advertising as well as direct returns. But the business which puts on a wear-out series gets a comparatively small advertising value from them.

The warning to guard against demoralizing trade through the use of the wear-out series, calls for close observance. The skilled follow-up man will always leave the list so that he can come back to it again and again on either similar or different propositions, after a reasonable lapse of time. One class of wear-outs acts as the special sale is said to act, by breeding a class of sale-followers who wait until "bargain day" and can neither be coaxed nor driven until they feel satisfied that the last inducement has been made. Occasionally, too, some one may deliberately demoralize trade conditions by means of a series of wear-outs which, when they fail to pull, are used to kill competition for similar propositions.

No matter what kind of a follow-up is used, every letter should leave the way open for a come-back. Some time the seemingly dead prospect may be active; it is the part of foresight to leave him in such a frame of mind that negotiations can be opened up again at any time.

There is nothing mysterious about the different kinds of follow-up, but the correspondent who hopes for big returns should understand clearly the nature of the three kinds and know which one is best adapted to his particular proposition.

How To Handle ARGUMENTS In The Follow-up

PART XIII

HOW TO CONDUCT A FOLLOW-UP

CHAPTER 8

IT IS NECESSARY to approach prospects from different angles, resort to different attention-getting schemes, and present attractive inducements, but, after all, it is the ARGUMENTS you use that land the orders—the logic—the reasons why. The great weakness of so many follow-up campaigns is ANTI-CLIMAX—the first letter is reasonably strong, but the succeeding letters, instead of increasing in strength, become weaker—the arguments are not handled effectively. This chapter takes up the use of talking points in a series of letters, shows how they should work up a prospect's interest to a climax and finally get his order.

IN your mail this morning there was probably some proposition that interested you more or less. Possibly you had answered the advertisement, and this letter gave you the information you were seeking; possibly you were on the point of ordering when the telephone rang, or the next letter caught your attention, or some one came into the room—and the letter was laid to one side for consideration at some future time.

Tomorrow morning other letters will be presenting their messages, and the day after more letters will make a bid for your attention. Gradually this proposition will be crowded out of your mind until you receive a second letter a week or ten days later, but instead of rejuvenating your interest, the letter likely will merely rehash some of the points that were

made in the first letter and remind you that you have not ordered—something that you know as well as the writer—and each following letter will be weaker and weaker—the arguments will be more and more diluted.

Finally you will buy of another concern that presents its proposition logically, with talking points that increase in convincing power until you are persuaded and write your name at the bottom of the order blank.

Just as a lack of the proper arrangement of the parts of a letter will weaken a message, so the lack of effective arrangement in the different letters will take the life out of a proposition.

So in considering arrangement in the follow-up, there are two general principles to be considered; placing the points in the series, and placing the points in the individual letter.

There are some products that can be marketed by a campaign that is worked out entirely in advance. On staple goods where price or quality make up the principal talking points, the series of letters may be prepared beforehand. But with the majority of propositions, the follow-up should be a matter of growth; it should be developed from week to week. Arguments may be tentatively arranged but experiments should be made to test out their pulling power and to determine the most effective arrangements. Only the beginner tries to put on a big campaign with a complete set of "hand-me-down" form letters.

One successful correspondent has figured that in his follow-up, embracing six letters, he must have one main theme for each letter, and at least twelve good talking points subordinate to, but in general line with, the central thought.

This arrangement is very different from his original series. His whole follow-up has been a growth; it has been changed and rewritten time and again until it represents the strongest possible arrangement

His series now is made up in this way:

General theme: "Our product enables you to make more money with less work."

Letter No. 1: Our product actually saves you money.

Letter No. 2: Our product has saved other firms a great deal of money.

Letter No. 3: To get the results mentioned in one and two, the investment you will be required to make is not too large.

Letter No. 4: Specific plans by which payment for the device may be made out of what it saves.

Letter No. 5: Summary of preceding talking points, with the addition of new point—durability of product.

Letter No. 6: Summary of preceding letters, emphasizing the fact that there will be no reduction in price; a new argument presenting figures to show that during the time which has elapsed since the first letter the device might have been paid for out of savings.

The twelve subordinate arguments deal with comparative simplicity of product, wide range of work done by it, ease of operation, age and reliability of organization and a number of points hammering home both directly and by oblique presentation the fact that the product is the oldest on the market.

That arrangement has much to do with the success of this series is shown by the fact that changes in this arrangement have invariably lowered the pulling power.

A manufacturer of gasoline engines knew the manufacture and sale of his product from his apprenticeship days. He was a forceful field salesman but his letter campaigns did not sell. Believing that there was a sale for his product by mail, he dictated, exactly as though he were talking to a prospect in the field, all the points he could think up. Then, getting together a bunch of local prospects who were in the market, he asked them to pick out the arguments which appealed to them as most convincing.

Sixteen of the number placed three talking points at the head—these were made the lead arguments of the series. Other points ranking secondary in the contest were used either in later follow-ups or as secondary arguments in other letters.

The manager was shrewd enough to guard against the fatal “tapering off” at the end of a campaign, so he took his best closing points, which had stood him in good stead in the field, and used them for the final paragraphs in the letters and the final arguments in the series.

To get the outside viewpoint, he again went to the same group of prospects and asked them why they were actually going to buy his engine. Any reasons which were not the same as his list—for the most part they coincided—were used in the “middle” letters of the series.

This was the final arrangement of the series:

General theme: "Absolute dependability of engine. It always runs."

Letter No. 1: What we claim and prove that the Sun engine will do for you.

Letter No. 2: Why the Sun engine always runs.

Letter No. 3: How unskilled workmen have succeeded in running the Sun engine to their satisfaction. (Accompanied by facsimile testimonials.)

Letter No. 4: Offer to submit plans for using the engine in the prospect's business so as to save its cost. (Accompanied by plans showing how engine is now actually in use.) †

Letter No. 5: Ways in which the Sun engine is used—how you can use it.

Letter No. 6: Isn't it time for a trial? (Accompanied by a special trial blank emphasizing the refund privilege.)

Letter No. 7: Summary of preceding points (a five-page letter with special emphasis on guarantee and refund.)

Letter No. 8: "No chance to lose," summary showing how the buyer takes no risk. Special stress is placed on ease of operation and money saved while the engine is in hand, and emphasis is placed on the offer to refund money if, for any reason, the engine is not satisfactory.

This arrangement was the result of consultation with prospective buyers and actual selling experience in the field. It is apparently a strong arrangement as variations have failed to pull as satisfactorily. These two illustrations show how important a logical arrangement is; haphazard methods will not make the big scores.

And when it comes to distributing the arguments in the different letters, guard against an anti-climax. Remember the clever salesman who called on you yesterday, how he held in reserve some clincher that he sprung when he saw you were almost persuaded and how that strong reserve argument put your name on the dotted line. A southern land company got a line on its strongest talking points by requiring every salesman who closed a deal to fill out a line on his report blank:

"The argument that sold this land _____"

On this space the salesmen were instructed to enter the one particular point which, in their opinion, had sold the land. Only sales reports (not call reports) asked for this information as it was reasoned that only the talking points that actually

brought deals to a head were wanted. These blanks proved a mine of information, not only giving the office new angles on the business but enabling correspondents to classify arguments in order of strength and this resulted in rewriting or rearranging the entire series of follow-up literature. The sales made by letter, immediately increased, proving once more the necessity for arranging talking points according to their pulling power.

The great weakness with most follow-up campaigns is that the correspondent exhausts his big talking points in the first letter and then has to warm them up or write about non-essentials in subsequent letters. It may be necessary to cram the first letter full of selling talk if your product is some low-priced article, for then the margin of profit will not justify a campaign and unless the article is sold in the first letter the prospect is passed up.

But the correspondent who has been selling a fountain pen for one dollar must not try to use the same methods when he goes with an automobile concern putting out machines at \$1,000 or \$1,500. One man who made such a jump crammed all his big arguments into the first letter, overlooking the fact that the sale of an automobile is a matter of education. After some costly experimenting which resulted in the loss of many sales, four strong letters made up the series:

Letter No. 1: Reliability.

Letter No. 2: Initial cost.

Letter No. 3: Cost of operation and maintenance.

Letter No. 4: All-around serviceability—safety, speed and comfort.

Supplementary matter took the form of circulars, mailing cards, testimonials, records of achievements in contests and so forth. The day a prospect was sufficiently interested to reply a personal salesman was put on his trail but the preliminary, educational work was carried on by letters. And it was not done by one letter; it was a series in which the strong arguments were presented in the most effective order.

Then, the correspondent should make sure that he is using arguments and not mere assertions. Look over the mail that comes to your desk tomorrow morning and notice how many letters are filled with assertions, statements, claims. It is strange how many letter writers overlook the necessity for facts—logic—“reasons why.”

Here is a follow-up letter sent out by a large concern that is a familiar type:

Dear Sir:

"On September 18th we quoted you a special price of \$6.00 each, f.o.b. Cleveland, Ohio, on our 3-gallon polished copper Champion fire extinguisher, but up to the present writing we have heard nothing further from you regarding this matter, and we wish you would let us know whether the price is satisfactory, and whether you may be favored with your kind order.

Yours most sincerely,

THE JONES MANUFACTURING CO.

By *M. O. Williams*
Secretary.

Not one line of salesmanship; not a semblance of an argument; not a poor reason for buying a Champion, or a bald claim as to its superiority. One can imagine the manager vigorously insisting that fire extinguishers "can't be sold by mail."

If the correspondent is one who looks behind the surface of things, he will learn that arguments which produce the best results observe the laws of direction, of structure and of force.

The law of direction requires that different arguments should work along definite, specific lines so that they will all aim at one point, just as the man selling gas engines brought all his arguments to a focus on the point of "absolute dependability."

The law of structure deals with the arrangement of arguments so that they are clear and follow each other in such a way that the reader is lead along, every letter adding fuel to his interest.

The law of force deals with intensity and may come from arrangement or presentation or both. Style is essential to force but words and sentences will not take the place of arguments.

Test the argument to see that it really is an argument—that it explains or proves or persuades. If your product is a specialty or a luxury your arguments must show a man *why* he should buy it; if it is a staple, you must show him *why* he should buy *your* product in preference to others. Show him where he can buy, how he can buy and why he should buy—these things are arguments.

Finding NEW ANGLES For Approaching The Prospect

PART XIII

HOW TO CONDUCT A FOLLOW-UP

CHAPTER 9

IN MOST mail-order campaigns the correspondent is trying to market a specific product; there are certain definite and limited arguments that can be used in presenting it. The problem of the correspondent is to use these arguments in a way that will CONNECT the PRODUCT with the PROSPECT'S NEEDS. But while the real arguments may be limited there are an infinite number of ways of using them to debate the product with the individual. Different prospects must be approached from different angles; the point that appeals to one may leave no impression on a dozen others and frequently the SUCCESS of a FOLLOW-UP is DETERMINED by the NUMBER of NEW ANGLES from which a proposition can be presented. How to secure these angles and apply them is the subject of this chapter

ONE Wednesday morning a storekeeper in southern Texas was leisurely going through his mail. Letters were opened, glanced at, and thrown aside. Suddenly one seemed to hold his attention. He adjusted his glasses and re-read the letter carefully, and then slowly dropped it in the waste basket. Five minutes later, he came back and picked it up, smoothed it out, read it over again thoughtfully, and laid it away in his desk. That evening as he and his wife sat by the lamplight and watched their little boy playing with his blocks on the floor, he reached into his inside pocket and drew out the

letter, and laying it on the table, said, "Jeannette, I am going to buy one of those cash registers."

The silence that ensued was broken by the woman's voice: "Ezra, they cost a lot of money."

His answer was immediate: "But I must have one. I don't want my boy to be a thief, and I don't want to make any other man's boy a thief. Give me the pen and ink."

And while he was making out the order for a cash register, his wife was reading the opening paragraph of the letter which had made the sale:

"If some man should make your boy a thief--

"Feeling as you do about your own child, why do you leave that open, unprotected cash drawer in front of your clerks --other men's boys. They know you have no check on your cash and if one of them steals WHO IS TO BLAME?"

This particular merchant had been called on and demonstrated to by a dozen different cash register salesmen. He was finally listed as an "unlikely" prospect. One time the company's star salesman had spent two days with this merchant. He had made the most appealing solicitation of which he was capable, yet his man remained unmoved. To the salesman's appeal to protect himself against thievery, the answer was typical of the small town storekeeper, who believes that all men are honest until they are proved otherwise. His attitude was so discouraging that when the salesman entered his name on the daily call report sheet, two big black letters went opposite it--"N. G." The *human* salesman had set this man down as *impossible* to sell.

The machinery of the follow-up of this cash register company grinds just as exceeding fine as the proverbial mills of the gods. Good, bad, and indifferent--all names on the prospect list go into the hopper, for the advertising system, as well as the sales system, of this company, has but one motto: "Every man *can* be sold. We are going to sell every one."

The letter that made the sale was the twentieth the merchant had received, but it had touched the right button at the right time and forth came the order. And the simple little unassuming follow-up which does the seemingly impossible, in a quiet,

LETTER NO. 1

MR. MILLER--

THIS IS A. & D., CINCINNATI.

The A. & D. wholesale house covers 2 entire city blocks--sells goods in 15 different states--employs 1000 people--owns and operates 5 factories--has branch offices in New York and Paris with resident buyers--has 30 other buyers. Ships promptly--pays cash--discounts all its bills.

MR. MILLER--PLEASE LISTEN

45 years ago A. & D. had only \$1,000 and a small 2 story building--but in the first 15 years A. & D. moved 5 times. 4 years ago A. & D. built this building--cost \$500,000--has 500,000 square feet of floor space--35 different departments.

Now MR. MILLER--PLEASE LISTEN AGAIN--The Messrs. A. & D. were not "CHEAPEN." They had no special LOCK--they had no "GIBBS" on anyone's trade. There were many others in the SAME line--

MR. MR. MILLER--Here's how it happened--while others sold the same high quality of merchandise that A. & D. sold--A. & D. SOLD IT CHEAPER.

That's the ONE and ONLY way that any house can get business. That's the ONE and ONLY way that A. & D. will NOT to get YOUR business.

LETTER NO. 2

When any ONE House in a town grows BIGGER than ALL the OTHER Houses--that even started years ahead of it--it certainly must mean that that house has had the BIGGEST TRADE and the ONLY way that a house can get the BIGGEST TRADE is to offer the BIGGEST INDUCEMENTS--sell the "SAME THING" cheaper than OTHERS sell it. A. & D.'s is the BIGGEST house in Cincinnati and if there really were any OTHER House that offered any BIGGER inducements than House would be the BIGGEST, not A. & D.

LETTER NO. 3

Don't let ANY house feel that it has a MONOPOLY on YOUR trade.

Don't let any house consider YOU as "Bury." Make the house you DO buy from WIN your trade each time, over and over again--just as you make your clients win their PROTECTION. Don't buy even a SECOND time from ANY house before you have made OTHER houses figure at "White Heat" for your order.

A house that considers you as ONE may not think it necessary to give you the LOWEST price that another house would, to get you to trade with it. Let A. & D. send you THEIR price.

LETTER NO. 4

ALL houses will PROMISE to save you money. Some say, "We have a great buying power." Others say, "We discount our bills." But YOU look for the House that says, "WE TAKE THE LEAST PROFIT!"--that's the ONLY house that really will sell CHEAPER. For 45 years A. & D. have done business on a "SMALL PROFIT POLICY" and despite every market advance, A. & D. will IMMEDIATELY mark their prices the LOWEST.

A. & D. believe in making a SMALL profit and selling "WHOLESALE" rather than making a "BIG PROFIT" and selling only a "FEW."

LETTER NO. 5

If you can buy STANDARD MILL BRANDS from A. & D. CHEAPER, you can sell CHEAPER. And there's more in that than mere dollars and cents because you already have an established trade on these same brands.

This trade knows VALUE; it knows that each-and-each a piece of goods has always sold for such a price. Therefore if you can sell the same thing cheaper, you are bound to SELL THE TRADE. You can always KEEP business away from your competitors.

LETTER NO. 6

A. & D. never have any "SALES"--never sell you a STANDARD BRAND for LESS than it cost just to make you think that prices on their entire line are correspondingly low. A. & D. never have any PRIVATE brands that you KNOW NOTHING ABOUT. A. & D. sell only well known brands of standard quality that you know all about and every piece carries the original mill tickles for you to see.

A. & D. maintain a PRICES price system the year 'round so that if their prices were NOT the lowest they COULD NOT BE BEATEN. Other houses selling lower would be getting A. & D.'s trade.

LETTER NO. 7

A. & D. want you to pick out any standard brand in your store, then write for their prices on it. Put A. & D. to a TEST.

If A. & D.'s price is LOWER than the price you paid, YOU'D be glad to save the difference the next time you buy.

You're a BUSINESS man--you cannot be influenced by either advertising or mismanagement. You demand that people talk "HONEST" to you--you must have PRICES, not WORDS. There is only ONE way that ANY house can win your trade--only ONE thing you want to know--

"CAN I BUY THE SAME QUALITY ON THE SAME BRAND FOR LESS MONEY?"

MR. MILLER, PLEASE WRITE TO A. & D., CINCINNATI, AND FIND OUT.

LETTER NO. 8

A VERY large part of A. & D.'s stock comes from EUROPE. A. & D. send a BUYER to every foreign market. These buyers meet the manufacturers face to face and drive sharp bargains. This is for YOUR benefit. It enables A. & D. to save you an additional 5% to 7% and it gives you the whole world to pick your stocks from. You can call your own trade dress goods from Paris and Germany, underwear from Switzerland, hosiery from Germany, France and England, linens from Ireland, France, Germany and Austria--and A. & D. will charge you LESS for them.

LETTER NO. 9

Cincinnati is the ONE most central SHIPPING POINT--Cincinnati is within 36 hours of three-fourths of the dealers of the United States.

Just to buying goods cheap and getting exactly what you order is to have the goods shipped to you PROMPTLY. A. & D. have the force, the stock and the "POLICY" to land your order on board the GANG within 24 hours after it's received.

A. & D. KEEP every promise they make--pay attention to every little detail--don't substitute--don't argue and don't exaggerate.

Here is given the substance of nine successive letters sent out by a wholesale house, each approaching the prospect from a different angle. It is not likely that any one would appeal to all the prospects, but it is likely that some one of them would strike home to Mr. Prospect

modest sort of way, is based on that very thing. The *right* kind of follow-up is bound some day to touch the right chord, approach the prospect from the right angle and get the order. Having the same old product, the same old proposition and the same old prospect, the only thing possible is to vary the presentation—approach from a different angle. The success of more than one campaign has been attributed to mere persistence when in truth, the success was due to the fact that somewhere in the series of letters there was one which approached the subject from the angle that touched the susceptible spot. This in a follow-up letter may be any one of a dozen different appeals—a bit of sentiment—an appeal to the emotions—or a hard-headed piece of reasoning which proves by indisputable figures that the thing to do is to buy.

Every mail order proposition must be played up from constantly varying angles. The first reason for this is found in the fact that *your* campaign should differ from *others*. A prospect is in the market for a line of goods which you sell. In all probability at least half a dozen other firms sell a similar line—they all want the business. Only the propositions which are unique—which are played up to him differently—are going to impress him.

Then your man may not be a conscious prospect—he may have no notion of buying your product. It is then a matter of education and it is necessary to bring many arguments to bear and approach him from many sides. The appeal that lands one man may have no visible effect on a hundred others and so it is necessary to approach them from every conceivable angle.

“Arguments,” declares the manager of the mail-order campaigns of one of the medium sized Chicago mail-order houses, “can become worn as well as the furniture and fixtures of an establishment. While the arguments in favor of the mail-order business in general and of our goods are the same as ten years ago, yet there are a thousand varying lights and shades with which we can approach the same subject from different angles.

“As our arguments tend to become shopworn, we go through and brighten them up and put them, each year, on a higher plane. For instance, this year we are impressing upon many of our country patrons the fact that there is no greater pleasure than that of having a yearly, semi-yearly, or quarterly celebration, ‘when the goods come from the city.’ We accordingly advise a number of our regular patrons to make it a point to

order at certain regular seasons This seems to be working out very well—we simply approach the prospect from a new angle.

"Another thing, we are drawing points of view from other businesses. For instance, we have lately laid the insurance companies under tribute by using a number of their standard presentations with which to talk the advisability of buying goods from us. The man who buys from us, we tell the patron, is insured just as though he had taken out an insurance policy. We sell him *protection* along with the goods. A series of arguments similar to those used by the best insurance men give us the proposition from the 'insurance angle' of selling goods.

"Again, the mail-order houses have been obliged to do some offensive and defensive work. It makes an ideal new angle to call the attention of a farmer to whom we wish to sell a cream separator, for instance, to the fact that he may as well have what the merchant puts aside for bad debts and what the solicitor gets for calling on him. To a man who has been comparing merely the strong points of the various machines, this talking point comes at him from an entirely different angle.

"As our arguments become worn by use, we intend to revamp the ones which have stood us in good stead, only playing them up from new and more appropriate and interesting angles."

A correspondence school finds that the appeal which will sell one course is worthless for other courses. The prospect who is interested in a course on draftsmanship or mechanical engineering is most easily reached by pointing out the ease with which he can get a better job or a raise in salary and the great future there is before him. The young man who is interested in the course in journalism is usually most susceptible to visions of social recognition—a person to be pointed out as a successful writer.

A bond house making a specialty of irrigation bonds finds it necessary to do more or less educational work to inspire confidence in this class of paper. Accordingly the fourth follow-up is a letter from a prominent bank president in which he explains these bonds are a desirable form of investment. The bond house is a substantial institution and carries a large account with the bank so the president is very willing to have his name used in this way. It makes a new angle—an outside opinion.

One of the methods of introducing a new angle into a proposition is that which is based on some scheme so unusual that its uniqueness holds over to the presentation. Such a one was used

years ago by a firm of advertising experts in Philadelphia who secured returns by this unusual angle of presentation:

Dear Sir:

Did it ever occur to you that if you were to start with one cent, and double your money each day for thirty days, you would then have more than five million dollars?

Here are the figures to prove it :

1st day	\$.01	16th day	\$ 327.68
2nd day	.02	17th day	655.36
3rd day	.04	18th day	1,310.72
4th day	.08	19th day	2,621.44
5th day	.16	20th day	5,242.88
6th day	.32	21st day	10,485.76
7th day	.64	22nd day	20,971.52
8th day	1.28	23rd day	41,943.04
9th day	2.56	24th day	83,886.08
10th day	5.12	25th day	167,772.16
11th day	10.24	26th day	335,544.32
12th day	20.48	27th day	671,088.64
13th day	40.96	28th day	1,342,177.28
14th day	81.92	29th day	2,684,354.56
15th day	163.84	30th day	5,368,709.12

When we started our present advertising business, we put just \$2.00 into an advertisement, and got \$4.00 back. A week later we put \$4.00 into a larger advertisement and got \$10.00 back. We kept on doubling our money, and, in a few weeks, without putting in any additional capital, we had a good, profitable business. We were both earning good salaries at the time, and the only reason we did not use more money in starting the business was because we didn't need it. If we had put our original capital into a bank, it would now amount to about \$2.16. By putting it into advertising, and doubling it just a few times, we have converted it into thousands of dollars.

Very truly yours,

Adams & Adams

There is really nothing new in the argument brought out in this letter but it approaches the prospect from a different angle.

Where the product is one which moves off better under certain conditions than under others, the regular plan of follow-up may be varied to take advantage of any unusual situations that arise. An Iowa firm selling gasoline engines and pump

Dear Mr. Edmunds:

If I ask you a question will you answer me honestly?
Will you help me start the New Year right?

You wanted a farm home.

You were interested in my advertisement and you answered it.

While I have sold thousands of acres of land, I failed to sell YOU.

I KNOW my proposition is RIGHT. I invested in this land and induced relatives and friends to do likewise.

I believe the land to be the best on the market at the price; I believe that the purchase contract offers more inducements and is superior in every way to the contracts issued by other companies.

I believe my company is selling more land to inquirers than any other company, but the fact that I have not sold YOU convinces me that there is something wrong with my literature or my system of salesmanship. I want to know what this defect is. I enclose a two cent stamp for a reply and ask for a few minutes of your valuable time to find out.

Please advise me what is wrong with my literature; my letter; with ME.

Is it possible that my literature is too strong? That it reads like "hot air?" (I assure you that I am honest and conscientious in the premises and believe every word that I have written.) Is it because you do not believe the statements made by me, by the expert who examined the land, and by practical gardeners and fruit growers who are obtaining results in the region?

Were my letters too long? Did they bore you? Did you throw them in the waste paper basket?

Have I insulted your intelligence by being too presumptuous? Did you think I was trying to "bamboozle" you into buying? If so, I can only say in defense that my prophetic vision saw the wonderful possibilities for homeseekers and investors in the opening of a new region which is destined to enjoy a phenomenal boom, and I was anxious for you to reap substantial benefit along with others who were grasping the opportunity.

One of the most successful angles that can be given to a long follow-up is a weakness of human nature with every man to feel flattered interests himself in a proposition. This letter, which was sent out to a inquiry, sold about \$50,000 worth

I believe that land in the Security tract is worth \$100 per acre and I believe that it will bring that price twelve months after being placed in cultivation. I base my belief on the fact that the land is capable of producing from \$100 to \$500 per acre annually in fruits and vegetables. Under the terms of the company's contract you will, in twelve months, have paid only \$6 per acre for land which I consider worth \$100. To me this seems like an extraordinary chance for a most profitable investment. Had you believed what I stated in my letters and literature, you would have felt that you couldn't afford to pass it up.

You wanted land and I failed to "land" you. I am disappointed with myself because of my failure and I want you to advise me, straight from the shoulder, where my system is weak. You have the nerve to tell me and I will consider it a great personal favor if you will do so. I want to know my faults and correct them.

I have had a lot of experience in the land business and am very successful, but I don't "know it all" by a long shot, or I would have sold you.

Now help me to start the New Year right. Tell me how I can increase my business by selling land to a man who THINKS JUST AS YOU THINK. Tell me what sort of argument would have appealed most to you had I used it.

I am not too old to learn, and the fact that I am asking you for information in a straightforward, manly way, should convince you that I am doing my utmost to obtain knowledge from the right school.

Will it interest you to have me tell you more about the Security tract, the progress of development, and the successes of investors in land in the tract?

Awaiting your reply, which I shall treasure and read with the keenest of interest, I am,

Yours most sincerely,

Harry L. Pack

Pres. The Security Development Company.

series is to ask the prospect, point-blank, why he has not bought. It when his opinion is asked, and in this way a prospect frequently thousand inquirers who had evinced no interest beyond the original of land—its readers sold themselves

84 TAKING ADVANTAGE OF UNUSUAL SITUATIONS

jacks, took immediate advantage of the dry summer of 1910 by leading out their third follow-up with this paragraph:

"From all over the country we are receiving letters telling us: 'Rain is scarce and windmills are almost useless. Send us one of your Aqua Pump Jacks.'"

This was found to make a strong appeal because of climatic conditions. It was a new angle and placed the proposition in a clear light, showing up its desirability.

A new angle is especially desirable in introducing products advertised indirectly, such as the recommendation of a doctor or a dentist of some article having a therapeutic value.

A dental cream has been put on the market in the last three years mainly through an extensive follow-up system conducted by the manufacturers. Dentists are not only furnished with samples but they are written on every plausible pretext. The company takes pains to approach the prospect with an "ethical" talking point as well as an exponent of good selling. A slight change in the formula of the tooth paste presented an opportunity for the correspondent to write the dentist, playing up the strict adherence to high ethical standards.

Dear Sir:

"In order to add still further to the therapeutic value of DENTO and the facility of application, a slight change in the formula has recently been made. A greater refinement of the product has been secured, which enables us to offer a compound of rare chemical purity.

Knowing how difficult it is for the dentist to make a complete analysis to determine the correctness of our formula, we feel it our duty to the profession to place before you the accompanying report from the well-known Lederle Anti-Toxin Laboratories of New York City.

The distribution of this analysis is, by Dr. Lederle's request, restricted to the dental and medical profession, among whom his work is recognized as authoritative.

Very truly yours,

THE BATES & HOLMES COMPANY.

This letter cleverly combined the ethical and sales appeal and was the most successful out of a large series.

One of the generally recognized principles in all selling is that the appeal to fear is logically wrong. Fear paralyzes. Only as a last resort—if at all—should the prospect be "scared" into giving an order. The quest for a new angle should not lead the correspondent into this error.

Figures convince when general statements do not gain attention. The more general the statement, the weaker it is. The two paragraphs below illustrate the lack of these principles:

"Think of the worry, trouble and possible grief the cautious man avoids by properly protecting himself from chain lightning. No matter how much insurance you carry, your loss cannot be replaced when lightning kills your loved ones or burns your house and all its furnishings to the ground.

"Last week lightning struck, in the average, twelve persons or properties in every country. This week it may be you, yourself, will lose life or property through insufficient lightning protection. This is a serious matter--far too serious to forget or put off--and too important to take chances on unreliable devices for lightning protection."

✂ A new manager, coming to the house, rewrote the letter to make it conform to right principles:

"Think of the security you, as a property owner, will feel in knowing that your property is protected from loss by lightning.

"Think of the comfort that is yours when you know that no matter how often electrical storms rage, your loved ones are safe.

"Attached we give several clippings from papers published in the United States within the last two or three weeks, showing specifically that there have been forty-eight deaths from lightning where there was no protection by lightning rods. Also, there has been a total property destruction of \$487,000 in that period of time--these losses on unprotected property."

See how much more strongly the facts play up when the positive side of the proposition is brought out. Make the

appeal positive, not negative; appeal to hope, desire, ambition, prosperity, rather than to fear, dread, despair, failure.

There is probably no other field that offers a wider range of talking points than selling land. The arguments and the angles for connecting with a man's interest are infinite. The necessity for testing out different propositions and presentations is shown by the fact that frequently talking points considered unimportant are the ones that grip the attention of the prospect.

One of the first concerns to enter the Florida field began its campaign in a conventional way:

"Florida--30 hours away--with a warm winter sun and a soil so rich that it will yield a crop of real gold dollars for a little perfunctory scratching."

And for a while there was such a demand for Florida land that these shelf-worn arguments brought in the contracts but as soon as competition began to appear the public could not be reached by bumptious generalities.

So the follow-up came to the rescue and the first step was to dispense with the old letters written with a "hot air" pen. The new series contained no strictly last letter. Each letter was written individually, and on a single point. The premises on which the new series of letters were built was that if a person is interested enough in Florida land to spend the postage to answer a Florida land advertisement, there must be some one point on which he can be sold. The analysis of the sales showed the reasons why men would buy Florida land: provision for old age; want of a home; profitable investment; desire to get back to the soil; Florida's warm winter climate.

"Florida's warm winter climate" might not seem a valid reason for making an investment in Florida land, but it actually is, as shown by the results from a letter starting in this way:

"A water melon in a show window today would attract a curious crowd."

"Down in Florida, water melons are ripe, and happy, independent, shirt-sleeved men are enjoying the warm breezes of the winter sun."

This letter found the spark of life in so many of the supposedly dead ones, that the original arrangement, which had been to send the letters out about three weeks apart, was changed so that one went out every two weeks, and the results were so encouraging that work was begun on the list in earnest.

For a long time it was purely experimental. It was aimed to make every letter carry with it a piece of literature concerning the land on sale. One enclosure was a of a metropolitan Florida daily containing articles about the tract of land this concern had on sale and also a number of photographs of well-to-do citizens who had wrested their wealth from Florida's soil. Practically every claim that had been made in the letters and literature that had gone before were substantiated in the paper and carried the conviction that news items always do to the reader—same old facts and arguments but presented from a new angle.

The letter which accompanied this paper was designed to make the man read the paper—nothing more, apparently, yet the student of psychology might read between the lines. Here is the opening of the letter:

"A number of men who started out to die poor have acquired wealth in spite of themselves. It is hard to keep from getting rich in a state where"—and so forth.

The next letter carried with it a small pasteboard box containing rich black soil from the partially drained Everglades, which was the land that this particular concern was marketing:

"In your section, this soil is worth \$15 a ton as fertilizer.

"You can buy it for \$30 an acre and pay on the easiest kind of terms."

This was a distinctly new and clever angle. The mental process of the man who stood with the letter in one hand and the first finger and thumb of the other feeling the moist rich black earth, seemed not only to make Florida a reality, but gave him a new idea of the value of the land as land.

The necessity for getting an outside viewpoint was shown by a salesman's report. In a canvass he incidentally remarked that the land would not only increase in value rapidly but in the meantime could be used as "an ideal winter home." It struck a responsive chord in the prospect and the salesman played up the point and closed the sale then and there.

This was looked upon in the office as a joke—that a class of investors who bought ten acres of twenty-dollar land and paid for it on small instalments should think seriously about a winter home. But the new angle was incorporated into a letter that was sent to the try-out list:

"Spend a couple of weeks next winter on your own southern plantation.

"It costs less to live in Florida"—and so forth.

This opening paragraph is an index to the whole letter which met with such success on a worn out list that it was placed in the regular follow-up and proved one of the strong pullers.

The statement that a small bungalow could be built on the land immediately so it could be utilized as a winter home, visualized the proposition; presented it in terms that appealed to the prospect. It made things, which before had appeared only in the abstract, seem real and concrete. When you get right down to the bone of things, this selling point was merely a new angle. But it was the angle that touched a responsive chord—the same chord that moves a man who can't afford it, to mortgage his household goods to buy an automobile.

The point of practical application in this company's experience is the idea of analyzing the angles by which the prospect may be reached and then logically following out the analysis so that when a series of letters have reached a man and been read, he has been approached with a clincher on every point that might possibly close the sale. Those things are not only applicable, they're essential to the successful use of the follow-up in *your* business. The last letter of the series should go out with the firm and honest conviction back of it that if this letter does not hit the spot the prospect cannot be sold. *And after that letter has gone, it is time to prepare an entirely new series.*

Getting The Order By BETTERING The Offer

PART XIII

HOW TO CONDUCT A FOLLOW-UP

CHAPTER 10

IT IS COMPARATIVELY *easy to interest a prospect—but it takes real salesmanship to 'get his order. In many letter campaign failures, the trouble is in making the offer. This chapter takes up ways of presenting a proposition and methods for bettering the offer—limiting the time, scaling the price, adding premiums, making special terms, and so on. But these are EDGED TOOLS that must BE HANDLED SKILLFULLY, for there is danger in cutting prices and in shutting the door so that the house cannot come back later with another proposition. How the offer may be bettered without these harmful effects is here shown*

THE skilled salesman has two methods of making the sale—either he “talks up the goods” or he talks “bargains.” The salesman studies his customer and learns to recognize quickly whether it is the goods or the price that is making him hesitate. Whichever seems to be holding him back, the salesman turns his arguments in that direction.

The long-distance salesman can only judge of his customers as a class but he knows that the ordinary prospect loves a bargain, likes a concession in some form. It is therefore safe to play up to this tendency. You must depend upon your knowledge of sales psychology to interest the prospect until he replies—then it is possible to get a line on the special arguments that will appeal to him most strongly.

90 PLAYING UP THE "SOMETHING FOR NOTHING"

A few years ago, a clothing salesman finding himself out of a job on account of the failure of the house for which he worked, conceived the idea of selling clothes direct to customers by mail. He realized that his offer must be unusually attractive to get action from the distant prospect, and so he advertised a suit of clothes made to measure according to sample. With every suit of clothes he offered an extra pair of trousers *free*. The price of the suit was low, possibly lower than the local retailer could have quoted, but it was not the price that impressed the prospect so strongly as the extra trousers which he threw in. He recognized the "something for nothing" weakness in human nature and played upon it successfully. He turned out good clothing and by giving satisfaction, built up an enormous business. This successful mail-order merchant afterward expressed the conviction that if he had cut the price of a suit two dollars and dropped his free offer he would have failed. The appeal of the free article gripped the attention of prospects, and by limiting the time of the offer, induced them to order at once. The special inducement pulled the first order—satisfactory service pulled the repeat orders.

The secret of this success was a knowledge of human nature—a clever idea in the presentation of the offer. For the correspondent must realize that it is not his proposition in itself which determines the success of a business but the manner in which the proposition is presented—the cleverness in putting the offer.

A manufacturer of silk thread rubbed an Alladin's lamp when he conceived the idea of giving away stamped embroidery pieces free with a certain number of spools of silk—but not enough silk to complete the piece. Originally conceived as a scheme to induce the needle women to insist upon getting this particular brand of thread from the dealer, it rapidly developed into a mail-order business that literally swamped the manufacturer. The offer of the free pattern touched the vulnerable "something for nothing" spot and laid the foundation for an enormous business.

The success of the house did not originate in the superiority of its silk thread nor the low price at which it was sold but the appeal to the bargain instinct—the way in which the proposition was presented to the public.

Another clothing house made an appeal to the bargain instinct by offering not only a suit of clothes but an entire outfit

from socks to hat for ten dollars. Advertising a suit worth twenty dollars to be sold for ten dollars does not carry conviction. But listing a dozen articles with the price opposite each and the totals cut in half to make the selling price, appeals to the eye, seems to prove the proposition a bargain—and in this case made the business one of the sensations of the mail-order industry.

A mail-order man soon learns to play upon another weakness of human nature—the tendency of a man to grasp at an opportunity which appears limited. This trait of human nature is inconsistent but it does not take a salesman long to recognize the possibilities that it opens up. Even the street faker understands the weakness—he has “just a half dozen” left and all day long it is “just a half dozen” left. He plays the limited number as his strongest talking point in closing sales—and it works.

This is possibly the most familiar method of getting the customer to order—limiting the time of the offer. Numerous reasons may be given for limiting the offer but the reason must be plausible to the reader or he will think it is nothing less than a catch-penny scheme. Here is a letter showing how the idea was incorporated in the letter of one company :

Dear Sir:

“February 15, 1910, will be your last chance to get a Standard machine at the old price of \$50.00. We have decided to restrict our output in the future to the new style Challenge, which sells for \$65.00. On February 15th the patterns for the old machine will be broken up, and the stock not disposed of will be sold at wholesale to a city firm which is in the market for them.

The new model is an improved machine, and has a greater capacity—well worth the additional \$15.00—but the fact remains that there is no other machine on the market today equal to our Standard at \$50.00, and you cannot afford to let this opportunity slip for getting one. Afterwards, if you want to turn it in for the new model, we will allow you nearly the entire purchase price, depending on the condition of the machine. So this presents an opportunity which will not be presented again, and February 15th is positively the last date on which it can be accepted. Better order now before it is too late.

Very truly yours,

THE CENTRAL MACHINERY & SUPPLY COMPANY.

Many businesses have been founded on this idea of making the public think there are only a few articles left; that they are likely to miss something they can never get again.

A few years ago, a house manufacturing bicycles saw nothing but bankruptcy ahead, and in one desperate effort to turn the stock on hand, represented themselves as selling agents and advertised "only a few of these well known makes left and we are closing them out to make room for the new models."

An idea, adopted with the sole hope of increasing the salvage of a sinking concern, let loose the genius of a great business and several factories were rushed to fill the orders.

One day the fact dawned on the manager of an agricultural implement house that a series of letters was being sent out that repeated the talking points given in the printed matter so he incorporated in a special offer the psychological stimulus that comes from a limited offer:

Dear Sir:

"We have been having some correspondence with you relative to the Wondro machine. I have taken special pains to go through the correspondence that our sales manager has had with you, and noted the location of your farm, and learned from the tax list of the county that you are owner of 245 acres of land.

We want you to have a machine because your influence as a land-owner extends over at least a township. Therefore, I have myself selected your name from the list for your township and I'm going to make you the following offer:

(Here offer is given in detail.)

Now, note carefully that this offer, in order to continue in force, must be accepted within three days from the receipt of this letter. As a special representative of the company you will be granted privileges in your township that no other buyer will have. So we feel obliged to limit the time on this to three days. This gives you the opportunity to become our township representative, and is also fair to us, for in case you should not desire to accept the offer, we can secure one of your neighbors.

Very truly yours,

M. B. Andrews,

President, The Western Farm Machine Co.

Without misrepresenting the proposition in any particular, without violating the ethics of the highest business standards, this man was able to impress upon his prospects the idea that they would be the losers if they did not accept his offer—and this is the very essence of successful salesmanship by mail.

Limiting the time in which a proposition can be accepted is applied very successfully by land and investment concerns. The reason why price may be advanced is so obvious in the sale of land, for instance, that it is most effective. Naturally, each buyer makes the unsold property more valuable, so that the time limit carries weight. A marketer of five and ten acre tracts of southern land wrote to his original list, limiting the time for sales at the old rate:

"Don't send me any money after the 15th. If you do, it will surely be returned, unless you are willing to pay me the new rate of \$30.00 per acre instead of \$25.00.

"I have some regard for the men who made inquiries when our proposition was young--before it fairly got on its feet. That is why I am including you in this offer--because you were one of our original inquirers.

"Remember, no acceptance of the old rate after the above date. The land is even now worth more."

In a follow-up campaign there is the constant temptation to hurry along the sale by scaling the price—a practice that must be handled with the greatest care. While prices can be scaled two rules should invariably be observed: make the offer only after the prospect has been thoroughly drummed, and always give a plausible reason why the price is reduced. Great care must be taken to guard against making a special offer—particularly a cut price—to a customer who has bought.

The usual reasons given for scaling prices are: goods have been picked over and soiled and otherwise damaged for sale but not for use; few goods are left and buyers now will get the benefit of the remnants, the "come back" argument in which it is stated that some of the goods have been returned after payments have been made on them and will be re-sold at a lower price.

Where the goods do not change in grade or quality, it is necessary to make plausible the price reduction. A letter used

by a prominent music teacher in Chicago never fails to bring into line a large number of students who cannot be lined up to take his regular course:

Dear Sir:

In response to numerous inquiries, I am forming a class limited to 500.

Your name has been selected from a large list as one who will appreciate the privilege of entering this class at a special rate.

THIS SPECIAL RATE IS LIMITED TO THE FIRST 500 WHO FILL OUT THE APPLICATION BLANK ENCLOSED AND RETURN WITH \$5.00.

This Class Course is just as personal and individual as my \$20.00 course. You will be given the same private instruction as though you enrolled at the single tuition fee and your lessons will be independent of the others."

Very truly yours,

Harry L. Peak

In this letter this postscript is utilized to emphasize installment payment:

"P. S. If inconvenient to send us \$5.00, send \$1.00 and the Scholarship will be held for you until you can remit the balance of \$4.00."

Two distinct inducements are brought out in this letter—a cut in the price and easy terms of payment. Selling on installment carries none of the objectionable features of price-cutting and is a legitimate method of bettering the offer. If the price is to be cut it is advisable to enclose a coupon or certificate that is redeemable at a certain figure and have this apply on the price. By having it numbered, signed and sealed an impression of actual value can be attached to it, so that the article sold is not cheapened in the eyes of the prospect. The correspondent who is tempted to slash his prices must not overlook the psychological effect that the cut price has on the prospect in cheapening the product, unless there is some satisfying reason

for that action. The minute the price is cut the tendency is to hold back an order to see if it will not be cut still further, but by assigning some good reason for sending the certificate or coupon, this objection is overcome.

A correspondence school uses as a final offer a guarantee of a position to a graduate. Here are three paragraphs from a letter showing how the guaranteed position, the cut in price, the coupon enclosure and the easy payments are all worked in without cheapening the product in any way, yet each adds to the impression that if the offer is not accepted it will be an opportunity lost:

"Let me explain, the regular price of our course with the service of our Free Employment Bureau has been advanced to \$40.00 cash or \$50.00 on time payments. But even so, we have more students now than we ever had before. BUT WE MUST HAVE MORE STUDENTS AT ONCE. From all over the country, our various offices are being flooded with letters from big business houses, asking us to supply them with salesmen from the list of our students during this winter and the coming spring. The question is: how are we going to increase the number of our students sufficiently to supply this great demand?

"If you will read carefully the SPECIAL application blank we enclose, and also the Ten Dollar Certificate, you will understand just how we propose to do this. That is, by allowing a limited number of men who have written us previously to enroll on the old terms of \$30.00 cash or \$35.00 on time payments, AND BY ALSO ALLOWING THE ENCLOSED CERTIFICATE TO COUNT AS TEN DOLLARS ON THE COST OF THE COURSE ON ANY ONE OF THREE PAYMENT PLANS.

"THIS SPECIAL OFFER HOLDS GOOD FOR THIRTY DAYS ONLY. The date stamped on the application blank and certificate tells you when it expired. Don't wait, however, until the last day of grace before sending in your enrollment. DO IT NOW. The best way NOT to do a thing is to put it off until tomorrow. The man who succeeds is the man who begins tomorrow's tasks today. The sooner you send in your enrollment the sooner you will complete the course and be ready to accept a good position as a traveling salesman."

Here the psychology of salesmanship is shown in a high degree for each inducement seems to add to the value of the course instead of cheapening it. The assurance of a position, a bargain in the cut price, easy method of payment—three

magnets to attract the order and this letter was one of the most effective ever sent out by this school.

One of the most effective offers, especially with farmers, is to allow them an option of different methods of paying for an article. A scheme that is applied successfully is to present different methods of payment in separate letters, making each a little more attractive, and then in the final letter, refer to all the methods enclosing a blank on which the prospect can indicate with a check mark the particular offer that he wants to accept. People like a choice and even if one finally sends the cash he likes to exercise his judgment in selecting the proposition that appeals to him the strongest.

The convenience afforded may prompt into action at times when an actual cut in price would not pull the order. For it must not be forgotten that making it easy to order is one of the fundamental principles in presenting a proposition that should never be overlooked.

Make it so easy to order—so easy that the prospect need scarcely move or write a line, or better still, that he will not need to invest a cent in the beginning, and the percentage of sales is bound to increase. This explains the popularity of the coupon, the small informal order blank attached to one corner of an advertisement so the buyer need not hunt up paper and write a letter ordering the goods according to specifications. All he needs to do is write his name and address on the little triangle or square of paper, check off the name of the article he wants, stick it in an envelope, address it to the sender, and send it out. If he had to hunt up pen, ink and paper he would be more inclined to put it off “until tomorrow”—and he will never again be interested so easily.

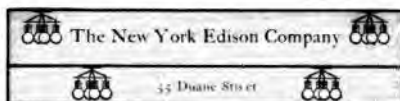
Book publishers and dealers in specialties have increased their business manyfold by use of the coupon idea, and in making the offer no correspondent or publicity man can overlook the desirability of making it easy to order. As described in a previous chapter, there are many ways of keeping the price in the background and the follow-up writer will do well to keep in mind two truths in presenting a proposition: make it physically easy to order and make the payment *seem* easy.

How these ideas are practically applied is shown by a magazine agency. As publishers fix the price at which the agencies must accept subscriptions, one agency cannot better the offers



Electric Cigar Lighter

The New York Edison Company
Fifty-Five Duane Street



The New York
Edison Company
Fifty five Duane Street



The New York Edison
Company
Fifty-five Duane Street



Spar Products Company

Spar Products Company

Executive Offices
47 West 34th Street

New York

Spar Products Company

47 West 34th Street

New York

THE WORLD'S LARGEST
MERCHANT IN TYPE-SETTING
AND COMPOSITION

American Type Founders Company

ORIGINATOR OF TYPE FASHIONS

General Office: 300 Communipaw Avenue

JERSEY CITY, N. J.

BRANCHES AND AGENTS
IN ALL THE LARGE
CITIES OF THE WORLD



AMERICAN TYPE FOUNDERS COMPANY

The World's Largest Manufacturer of Printing Machinery and Supplies

Originator of Type Fashions

General Office: 300 Communipaw Avenue

JERSEY CITY, N. J.

The World's Greatest Manufacturer of Printing Machinery and Supplies

Branches and Agents in All the Large Cities of the World

American Type Founders Company

Originator of Type Fashions

General Office: 300 Communipaw Avenue

Jersey City, N. J.



of its competitors as far as price is concerned, but an eastern firm multiplied its sales by making it easier to order by this proposition:

Dear Sir:

"The easiest---safest---most satisfactory way to place your general order for magazine subscriptions for the coming year is to proceed as follows:

1. On the attached order blank write the names of the magazines which you wish with the names and addresses of those to whom each magazine is to be sent.

2. Put the order blank in the enclosed, addressed envelope and mail to us at once.

3. Never mind prices--YOU NEED NOT ENCLOSE CHECK.

Upon receipt of your letter we will at once enter your subscriptions with the respective publishers, advancing the money ourselves to pay for them. We will then bill you for the magazines ordered at the lowest possible price (see our guaranty below) and allow you ten or fifteen days, if you desire it, for payment of your bill."

Very truly yours,



Bettering the offer by allowing easy terms is an increasingly popular way. It is perfectly legitimate and does not call for an apology. One firm began the fourth letter in a four-letter series with this paragraph:

"We have hesitated to mention it as it is a rather delicate subject but possibly you are not able to pay the full amount at one time and would rather have the payments split up into monthly instalments. If this is so, we will be glad to accommodate you."

But this letter was lacking in tact. Don't insult the prospect or embarrass him by intimating that he has to buy a \$10.00 article on instalments. Take the attitude that instalments may be preferable for business reasons and assume that it is so in his case.

Many firms use the "introductory offer" until it is literally worn out. Then a final appeal is made to order within a certain



time "as we have decided to withdraw our special introductory bargain offer." Originally this was an effective appeal, but it has been overworked by concerns having no introductory offer except on paper—their offers do not ring true; the prospect recognizes them as a selling scheme and nothing more and refuses "to bite." Because of this fact the public has become suspicious of all introductory propositions.

One firm selling a set of mechanical books to tradesmen at the fixed price of \$20 is limited in its talking points entirely to new angles and the use of a set of blue prints as a premium. Usually the blue prints are held in reserve as an extra inducement. One day the correspondent, his fund of arguments exhausted, wrote a letter offering to sell the set of blue prints for \$20 and as a quick inducement, the company would throw in as a premium the mechanical encyclopedias. The letter went to the same old list—for there is only one class to which the proposition appeals—and the orders came in at a surprising rate. The offer was given the reverse English and pulled. It is only the less resourceful lazy correspondent who thinks it is necessary to cut the price in order to reach additional prospects.

There are two methods of adding premiums—one by adding a premium at a time until two or three items have been thrown in—and the other is to add a number or give a choice of several and stop at that. The best results are usually obtained by adding a substantial premium, or one that is never offered for sale, with one letter, so as to avoid the appearance of bettering the offer with each letter.

A very successful letter—one which secured large and immediate returns—contained this offer:

"The price of Blank's Manual is \$3.00, but as a special inducement for immediate action, we will not only send for this amount a full cloth and gold copy of the book, but we will also send without cost a copy of our famous little business pamphlet, 'Short Cuts'—32 pages of ways to save time and effort in the day's work. This is an unusual offer and subject to withdrawal on short notice. Wrap \$3.00 in this letter and send today."

Another method of getting results from a follow-up, without lowering the price, is that of splitting the proposition up and offering it to several. A townsite company putting a proposition

on the market calling for an investment of \$1,000, found it profitable to divide it up among ten people at \$100 each. The letter explains itself:

Dear Sir:

Can you raise \$100.00 in three years?

Will you be one of ten persons to form a co-operative saving and investment club, each member subscribing \$100.00 (to be paid at the rate of \$2.50 per month) if we find nine other persons? If you can do this, you will secure absolute ownership to an unincumbered and undivided one-tenth interest in ten separate pieces of property--one choice building lot in each of the ten most rapidly growing young cities in America. This is the safest, sanest, most popular investment ever offered. Don't you think so?

Read the enclosed Ten City Club Plan carefully. Do not send us any money until we write you the names of the other nine club members. If you wish to join the club, sign your name in any one of the ten blank spaces on the last printed page of the enclosed agreement and mail it to us. Get your friends to join and sign with you. If you can get nine of them besides yourself we will pay you \$50.00 in cash for your services.

Very truly yours,

HALIDAY INVESTMENT COMPANY.

A "split up" proposition of this kind is one that will appeal to a large number who have been interested for several months. It offers them a chance to participate in the benefits--to make an actual investment and own something--and yet costs only one-tenth of the original price. Many who were shut out on the \$1,000 basis can easily become participants on the \$100 basis, especially when the payments are spread over a period of three years. This is a suggestive way of changing the proposition to fit the purse. The offer is made more attractive than it would have been by slashing prices.

Many kinds of propositions, both good and bad, are made as an aside to strengthen the offer. One of the most abused is offering the patron a special agency or agency terms. This ruse is sometimes used in the first letter, although entirely unnecessary. Except on a country list, this is seldom of real value, and even then it is of doubtful expediency, because it is

so often not a bona fide proposition but a selling scheme and nothing more.

The follow-up writer must forever be on his guard to avoid killing sales or antagonizing old customers by bettering his offers. Nothing is more annoying to an old customer than to pay a full price for a product without hesitancy, only to find later that others, who held off or exhibited a bargaining spirit, were better treated than he.

While the avoidance of this is merely a matter of follow-up detail to cut the name off the solicitation list the minute that the customer orders, yet it is very difficult, particularly in using purchased or exchanged lists, to avoid circularizing the customer. Perhaps the best way to avoid this is by checking the outgoing soliciting letters against the customer list. Even then, however, it is possible that the customer may have ordered at the regular rate, and that the soliciting letter offering a reduction may cross the incoming letter with the order. In this case, there is nothing to do but to give the customer who has ordered immediate benefit of the offer. Not only that, but it must be done in such a way that he will not take offense nor be led to hold off in ordering in the future.

Another thing to guard against is to offer too much in the first letter. One correspondence school wrote a prospect offering a free scholarship, textbooks and other equipment at half price and on easy instalment payments and promised assistance in finding employment after completing the course—so much that the whole thing looked “fishy” as the prospect described it. He was scared away; the school was too anxious to get his application. If it had merely played up the advantages of its course in the first letter it would doubtless have enlisted him. At least part of the offers should be held in reserve for the follow-up.

Finally, the point should be emphasized again that in scaling prices lies the greatest danger in follow-up work. The tendency, especially of the man inexperienced in follow-ups, is to take what seems to be the easiest method of getting an order—scaling prices.

Price cutting should be the last step that is resorted to, and then only when that particular item is not to be sold again at any price. Only for actually cleaning out a bunch of come-backs, or holdovers should price scaling be used.

The only safe way to scale the price is to scale the offer at the same time. A correspondence school of law, failing to interest a prospect in its complete law course, offers an "Elementary Law Course" at half the price. This is legitimate and good business for if the prospect completes the shorter course and is satisfied he is certain to go on with the additional course. Another school scales the price of a course from \$30 to \$25 to \$20 to \$15 and finally to \$10 but each time it lops off something that is not included, making it plain that while he pays less he gets less.

The same end is gained by the manufacturer of electrical washing machines. If the prospect refuses to respond to the regular follow-up bombardment, a letter is sent making him a proposition on a cheaper machine, run by hand instead of power. Here are three paragraphs from the letter:

"I will send you any one of these machines on the same terms offered on the motor washer. Just tell me which you select and I will send it freight prepaid on thirty days' free trial. Use it for a month before investing a penny. Then pay in cash or in little instalments, just as you prefer.

The fact is this: the hand washer saves all the wear on clothes, the same as the motor washer, and it saves enough in the actual cost of your washing to more than pay the weekly instalments. It is cheaper, therefore, to have the washer than go without it.

"Then the question is this: will the motor washer, which makes water power or electricity do all the work, be worth the difference in cost? That is for you to decide."

Such schemes as this are legitimate. They enable a firm to sell some prospects that the higher priced article would not reach. But the price is not cut nor the product cheapened in the eyes of the customer.

Unless there is some such way by which the proposition can be scaled as well as the price it should be strictly avoided. So well is this understood that a number of firms are now playing up the point in their advertising matter that no matter how many letters the prospect may receive from the firm, he will never get an offer that cuts a penny from the first offer. The proposition can be strengthened by the use of premiums or other inducements or better terms but the price should remain fixed unless the proposition, too, is scaled down, is never to be repeated.

What To Do When The Follow-up SPLITS

PART XIII

HOW TO CONDUCT A FOLLOW-UP

CHAPTER 11

THE FOLLOW-UP *is not automatic in its operation. A whole series of letters may be prepared but at any time a reply may come in that calls for SPECIAL ATTENTION—the prospect may be taken care of by another series of letters aimed to answer his particular queries—and when they are answered he may raise points that will again split the follow-up. The letter must be SPECIALIZED to fit the prospect's case—it may call for a dictated message or forms may be used if they answer his questions. What to do when the follow-up splits and how to specialize your letter-campaign is the subject of this chapter*

A BUSINESS man has a product that can be put on the market by mail. He prepares a set of sales letters with which to follow up a list. Forms are prepared to answer anticipated inquiries, these to be followed up until orders result, or it becomes reasonably certain that the prospect will not buy. According to the theory everything is taken care of automatically—much as a screw-cutting machine feeds the rod of steel in one end and drops the finished screws at the other.

This would be a perfect money-getting scheme, *if it would work*. But, like the familiar poultry problem—making a dollar a head on several thousand hens—it simply does not work out—and there you are.

It is much better for the business man who is to use the follow-up, to recognize before he starts that no system will work *impersonally*, automatically turning the seed of inquiries into a harvest of paid orders. If this is recognized, and preparation made accordingly, the loss consequent upon readjustment of plans in the midst of a campaign will be forestalled.

The experience of an old established firm, starting in business in 1898, in putting out a follow-up on a carefully-compiled list, illustrates one extreme of how a follow-up splits. This firm started in to sell business devices by mail. As is common in such instances, a "leader" was selected, combining the best of values and a low price. The names were carefully selected from the best list of a defunct firm in the same line, and addresses were verified before the series was mailed. The follow-up was well prepared and minor errors which might have affected returns adversely were eliminated, after try-outs.

As the selling price of the leader was put at one dollar and seventy-five cents, the series was made up of five letters, the first two carrying circulars; the last two being "special-offer" letters. The series was put out to a list of eight thousand names. The time between numbers one and two was ten days, between the remaining letters, fifteen days.

The record sheet showed the following returns:

	Orders	Inquiries
First letter	976	4
Second letter	1886	13
Third letter	480	4
Fourth letter	2218	16
Fifth letter	401	18
Total	6061	55

The remarkable thing about this campaign, aside from the high sales percentage, is the small number of "splits"—inquiries from prospects on points not made clear by the follow-up letter and literature. The reasons for this were: age and known responsibility of the firm making the offer; staple quality of appliance offered for sale, combined with its low price; skill in preparation of letters and accompanying advertising matter; and, care and good judgment exercised in selection of list. This assembly of reasons made the follow-up a record-breaker.

The other extreme is shown by another record.

An inventor of a new style incubator formed a stock company and made up several hundred machines. About two hundred of these were sold through the personal efforts of the stockholders. A mail-order campaign was decided upon and advertisements were placed in five farm papers. This procured a list of about three thousand names. To this list fifteen thousand letters were sent. Individual returns from the first three letters were not kept, but the record sheet showed these results:

	Original Orders	Inquiries	Final Orders
First three letters . . .	11	618	16
Fourth letter . . .	4	127	14
Fifth letter . . .	3	87	11
Total . . .	18	832	41

This shows how a follow-up series can split. The reasons for these splits came from a variety of causes, which might apply with similar certainty to any campaign: youth of firm; organized competition already in the field; lack of definiteness in selling-matter (the catalogue accompanying letter No. 1 particularly lacked specific information); lack of care in wording advertising so as to shut out curiosity-seekers and idle inquiries.

The grand total of sales, fifty-nine, at an average price of \$10 per incubator, or receipts of only \$590 on a fifteen thousand letter campaign, shows—as well as the loss that can come from wrong campaigning—the necessity for taking care of the inquiries that result when the follow-up splits.

Granted that the ideal follow-up campaign would sell without inquiries, yet no one can afford to hazard the preparation of an entire series or to neglect the personal treatment of inquiries. One successful correspondent says on this point:

"We have watched the trend of buyers from follow-ups, and carefully prepared data show us that as each year passes, buyers want more information and more personal treatment.

"In 1900, eighty per cent of our sales on follow-ups were made on the first three letters sent out. Today about the same percentage—eighty per cent—are made after the follow-up splits, after prospects have written in for some special information."

But the follow-up is not automatic; it is really a delicate piece of machinery and its results will depend largely upon the

personal attention that is given it. If you are selling a single, inexpensive article a series of letters might be written that would take care of all the correspondence, but with an extensive line—different articles sold at various prices and with different terms of payment—there is likely to be more or less correspondence before a sale is made. Upon the completeness of the answers will depend the number of prospects who buy.

Suppose you are advertising a chemical fire extinguisher and a hundred requests come in for catalogues. You send them all the same printed matter and the same letter; a week or two later you may send another letter emphasizing some new point; possibly two or three other letters will follow and then the replies come in—one man wants information about the operation of the apparatus; another asks for special prices in large quantities; a third wants to know if you will send an extinguisher out on trial; a fourth will buy if you will let him pay for it on instalments; another wants to know the difference between your extinguisher and the other fellow's; then someone will want to know whether this extinguisher will lower his insurance rate—and so on, without end.

The minute the follow-up splits—the minute the prospect writes for some special information, it is time to specialize. Give his inquiry individual attention. This does not necessarily mean a dictated letter, for it may be that so many ask about its operation, for instance, that you can have a form letter to give this information. But you have got to make sure that the inquirer gets that particular letter—sending him the balance of the regular follow-up will not answer the purpose.

When you find out what the man is thinking about—the thing that makes him hesitate—you may then have an entire new series of follow-up letters dealing with that particular phase of the subject. Then after you have satisfied him on this point he may jump to some other point on which he is not quite clear and you must give him that information in the same way. It may call for a personally dictated letter; it may be that you have another series of form letters that take up all the angles on this point as well.

The moral is clear: whenever an inquiry comes in that seeks some special information you have got to drop the regular follow-up and give the inquirer a specialized follow-up that will apply to his individual case.

There are any number of reasons why a person may write in before he orders—he may be greatly interested but want more information; he may reply out of idle curiosity; he may be ready to buy under certain conditions or he may want to substitute something a little different. To dump all your inquiries into one hopper and run them through the regular follow-up mill would be poor business. After money has been spent in locating a prospect and he is sufficiently interested to write in, the chances are he can be sold but this does not mean that he can be sold with hand-me-down arguments—they may have to be altered before they will fit.

There is no way of foretelling when a follow-up will split. Upon receipt of a catalogue, one prospect may immediately write for certain information that will call for special attention while another prospect may receive a half dozen letters before he is sufficiently interested to write in, but when he does write, it may be on that same point. The same letter that answered the first prospect's inquiry several weeks before may be used again.

Suppose you are conducting a correspondence school and someone writes in for your printed matter. You have no intimation what course he is interested in and you send him the general follow-up letters which show how he can educate himself at home by taking up your work. In two or three weeks he writes that he is especially interested in learning a foreign language. Immediately you cut his name off the general follow-up list and start sending him a series of letters on how easy it is to master another tongue by your particular methods; then after receiving two or three letters he may write in that he wants to learn Spanish and asks about that course. Immediately you narrow your follow-up and come back with arguments on the advantages of knowing Spanish; you emphasize the opportunities in the southern countries for Americans who can speak Spanish. In a week or two he writes that he would like to take your course if he can get it on monthly payments. Here the follow-up is still further specialized and you start off on another tangent to bring him into line on this point. The possible splits are infinite. Your problem is to follow each split promptly, logically, fully. 61-4

No rules can be laid down, applicable to all businesses, for the specialized follow-up. On some propositions, from the

day a prospect replies he must receive individual attention. Form letters would be disastrous. On other propositions the follow-up may split so often on the same point that form letters can cover the new angle as effectively as personal letters; more often the paragraph system can be used. An entire form letter would not be applicable but the correspondent can designate paragraphs, covering certain points, that continually come up and these paragraphs can be used over and over again.

Some letter-writers have this system worked out with paragraphs, grouped under subjects. These take up the talking points from so many different angles that by merely noting on a letter certain numbers a reply can be written from the paragraph book that will be just as truly specialized as if the letter had been dictated and it is a personal letter in that it covers specifically the subjects on which the prospect wants further information.

The first step in giving the inquiry individual treatment is that of separating the inquiries according to some appropriate method of classification. Different businesses group inquiries by interest, location, kind of prospect, or kind of goods.

Classifying inquiries on the degree of interest shown is the best method where a single product is being marketed.

In the "geographical method" inquiries are grouped according to the city, county or state from which they come.

The advantage of this method may be shown by an incident illustrating the folly of using country appeals on city inquiries.

A city newspaper man unexpectedly picked up one hundred and fifty dollars. He had always wanted a motor boat. Living within a few blocks of the lagoon in a park where hundreds of motor boats are kept docked had given him the desire—now he had the money. He wrote a hasty line to a leading boat concern. Came the stereotyped reply, Number one: "As we have no agent in your vicinity, we have decided to make you an agent's proposition and discount." He was not looking for an agent's proposition, and bought his boat elsewhere. A country boy might have jumped at the "no agent in your vicinity" talking point—a *blase* city man is unmoved.

This was one place where the boat company lost a hundred-and-fifty-dollar sale—perhaps one of thousands.

Take an automobile selling agency. Geography determines to a considerable extent what arguments to use. The Chicago city man is not going to worry about hills and sand; he has

smooth pavements, and for city runs sand will not trouble him. The St. Paul man, on the other hand, will want hill climbing ability. Country towns on a sandy prairie call for one class of talking points; a farmer prospect in a country where gumbo mud is often hub deep will remain unstirred under the appeals that will sell a New York farmer almost instantly.

One way of getting individual treatment is classifying inquiries on the kind of prospect. You would not talk the same to a janitor as to a bank president. An employer of labor is reached by an entirely different set of reasoning than an employee. A school teacher buys a set of encyclopedias for one group of reasons—a proof-reader for another. A clerk buys land because he longs to go to farming—a farmer because land values are the only values he feels sure of.

So the time to split a follow-up may be the day the first inquiry comes in. The location of the prospect may give a cue on the arguments most likely to appeal to him; the letterhead may give facts about his business that will permit specialized arguments coupling the product up closely to his own needs.

As a consequence classification of inquiries on the occupation of the prospect is one of the surest that can be made. There are other classifications—in fact, a canvass of twenty different lines where inquiries are classified on kind of prospect shows that about half of the businesses stick to the “occupation” classification while others use groupings based on other attributes; as, rating of customer, probable future orders, amount of goods sold last year—this by a stove firm placing considerable stress on amount of sale—general business standing, and the like.

Where a house carries a varied line of goods, classification on the line about which inquiry is made is necessary. Different items call for different talking points. But more than this, the kind of treatment hinges on interest—and what the inquirer asks about is a sure guide to where his interests lie.

Granted that personal attention is necessary when the follow-up splits, the point of application is important. The general rule should be: the more nearly personal the answer the greater the chance of making the sale.

If this personality is spread over a dozen letters, a corresponding efficiency surely follows; if thinned out to cover thousands of forms the dilution of personality gives a similar dilution of selling force.

VARYING The *Appearance* Of Letters In The Follow-up

PART XIII

HOW TO CONDUCT A FOLLOW-UP

CHAPTER 12

MOST FOLLOW-UP *writers agree that it is not enough to approach the prospect with new arguments and from different angles. He may toss the letter into the basket unread and so an additional appeal is made to him by changing the stationery. Try-outs have proved that by using different sizes, styles and colors of envelopes and letterheads, a series of letters are MORE WIDELY READ than when the same messages are sent out on one kind of stationery. Putting in unique enclosures, inserting post cards or mailing cards between letters—these and other schemes add to the pulling power of the follow-up and this chapter tells how such schemes are applied by successful correspondents*

ANYTHING that is monotonous tends to put a damper on one's interest in it. The play that packs a theatre every night by its brightness and originality soon palls on the performers. The landscapes which tourists travel many miles to see are seldom appreciated by those who live near them. People are interested in a change; that which is novel attracts solely because it is novel. Styles in dress are kaleidoscopic—it is a trait of human nature to avoid a monotony and to seek for change.

So the advertising man and the correspondent seek to create interest by new ideas, new methods of presenting their propositions, new schemes for attracting attention, new hooks for getting the order. Fortunate the man who can write so entertainingly that people will read his letters even though they had

no previous interest in the subject. There are some men who could write an interesting letter on a new subdivision in the middle of Sahara; doubtless they could sell town lots at the North Pole. But most correspondents are not so fortunate. They must resort to schemes for attracting attention and centering interest in their proposition. In the beginning a prospect may know nothing about your goods. Your first letters may arouse a most cursory interest; months later he may become so interested that he will read anything you send him, but it may take a long educational campaign. His budding interest must be nursed along not only by new angles of approach and arguments but by the appeal to the eye that comes from a change in the stationery, a variation in the typographical appearance, the use of novel enclosures or colored post cards and other printed matter.

There are some firms that stick religiously to one kind of stationery and do nothing to vary the physical appearance of their correspondence. "You want to write such good letters," they argue, "that people will always take time to read them."

"Might as well advise a publisher," comes the reply, "to make his magazine so interesting that it would not need illustrations and an artistic cover."

The magazine can be made interesting without pictures; it can be made to sell with the plainest of covers but the magazines that have the largest circulation and attract the most attention, employ the finest artists and spend thousands of dollars for startling cover designs. It is a never-ceasing search for novel ideas and schemes for making an appeal to the public.

So changes in appearance of the follow-up and unique enclosures are used, not to take the place of the strong, well-written letter, but to reinforce it, assure a wider reading, concentrate attention on its proposition.

The most familiar scheme is to use different styles of paper and envelopes. If a person receives half a dozen letters from a concern and finds nothing to interest him especially, the chances are the next in the series will go to the wastebasket unopened. But if the next one comes in a different dress, it is more than likely the recipient will open the envelope and at least glance at the opening paragraph—it may approach him from some angle that will catch his attention and some new argument may carry him along and develop his interest. If a sale results it can not be credited to the different sta-

tionery, but the stationery helped; it made a momentary point of contact, long enough to transmit a current that electrified the reader's interest and led him on to consider the proposition.

Some concerns use two styles of letterheads; one containing nothing more than the name and address neatly printed in the corner; the other, intended to impress the distant prospect with the size of the firm, shows a bird's-eye view of the plant at the top of the page, together with the names of officers, list of branch houses and possibly other data concerning the capacity of the institution, its shipping facilities, and so forth. It is the practice of some firms using the two kinds of letterheads to alternate, writing to a man first on one and then on the other. Two colors of paper are used for the carbon copies so the stenographer can tell which letterhead was last used.

Possibly a more familiar scheme is to provide different styles of stationery for different departments and in a follow-up campaign send out the letters from the different departments. Thus one letter would go out over the personal signature of the "General Sales Manager," another would bear the name of the president and so on, each one using a distinctive line of stationery.

One firm, manufacturing display fixtures for merchants, has some thirty different letterheads. The printed matter is the same on all but in the upper left-hand corner of each is a large halftone showing some use to which the fixture may be put. Every letter that a merchant receives brings forcibly to his attention some specific method of using the fixture.

The same idea is carried out by a large concern in New York manufacturing electric signs. In the course of the year it gets out a dozen or more letterheads, each bearing a halftone illustration of a new sign that the company has erected. The color of the stationery is also changed and the company is convinced that this has proved its most effective advertising.

An eastern firm selling ladies' suits and cloaks by mail follows the latest styles in stationery and if the styles do not change often enough to suit the requirements of the manager, he finds variety by using different tints of paper. The stationery is always of good quality and in the best of taste. The return card is printed on the reverse flap and there is a "social tone" about its letters that assures their being read.

A Baltimore firm doing a large business by mail has three styles of letterheads. Its follow-up consists of six letters—two

are sent out on each style of paper. The first and second letters go out on an engraved letterhead giving the name of officers and location of branch offices. The second style is a lithographed heading with a large view of the plant and considerable information concerning the company's products; the third design is embossed and contains nothing more than the name, address and words "Executive Office."

A St. Louis firm uses the same printed matter on all its letterheads—a trade mark, name and address. Its variation comes entirely in different kinds and colors of paper—flats, bonds, linens and linen-finish, in innumerable shades.

Sometimes correspondents resort to freakish effects that "fall down" because attention is attracted to the paper in such a striking way that the reader forgets all about the proposition. This is the effect on a reader receiving a letter on a sheet of ordinary manila wrapping paper. A letter on a sheet of "onion skin" proved a curiosity—every one in the office where it was received felt of it and made some remark about the paper, but no one read the letter. Eccentricity has no place in business. The salesman who is so foppishly dressed that one cannot help thinking about his appearance takes few orders.

A letter from a moving-picture house on very dark paper with a white space in the center representing the screen, on which the letter-message is shown, was also passed around the office but every one read the letter and commented on the clever idea because it coupled up the reader's interest in the proposition.

One of the most familiar methods of varying the stationery is to switch from the regular letterhead and the familiar six and three-quarter envelopes to the double note size and the baronial envelope. A paper house using nothing but its monogram, prints it in black on the noteheads and in red on the letterheads and produces a very striking effect.

A large electric light company has developed a great publicity feature from its letters. Arc lights for store illumination are shown on the letters that go to merchants. Uses of electricity in the home are illustrated in the letters going to housewives; manufacturers receive letters from the "Private Plant Department" and a score of different outlets for electric light or power have been developed in this way.

There is almost as great a variation in envelopes as in letterheads. Many concerns strive to relieve the monotony by unique

designs, at the same time making sure of an advertising service. One successful house uses four different styles of envelopes: the regular size with return card in the corner; the baronial with card on reverse flat; the window envelope and a plain envelope.

Firms sending out periodic announcements do not find it so necessary to resort to attention-getting schemes. For instance, a store that issues a monthly bargain bulletin or sends out a notice of special sales can feel reasonably certain that the women will read its letters or circulars although always mailed in the same kind of envelope.

Lighting companies, telephone companies and other concerns that send out bills or statements every month are usually careful to see that letters or circular advertising matter are mailed in envelopes conspicuously different from the envelopes used for the statements. A western banker applies the same idea in using a distinctive stationery for advertising matter.

"We have found," he explains, "that to the average man there comes somewhat of a mental shock when he gets a letter from a bank; he wonders if a check he has deposited has been returned, or whether he has overdrawn his account, or whether some one has defaulted on a note he has signed, or if an account has been sent to the bank to collect. There are lots of disagreeable things that might be in that letter and so we relieve his mind quickly by printing in large type '*Put your Money in Farm Mortgages*' or, '*3 per cent Interest paid on Savings Accounts*,' or something of that kind, on the envelope."

None of these points are too insignificant to the correspondent who studies the prospect or customer—who understands what "psychology" means when applied to business.

The use of enclosures is almost equal in importance to the stationery. Here is opportunity for infinite variety—order blanks, return envelopes, return post cards, stuffers, circulars, folders, testimonials, price lists, samples, coupons or certificates, souvenirs—the possibilities are unlimited. What to enclose and the order of sending out different kinds of advertising matter depend on the proposition. There are no general principles except to avoid sending the same kind of enclosures repeatedly. There may be two exceptions—the order blank and the return envelope. Advertising men of wide experience nearly all agree that no letter relating to a selling proposition should be mailed without an order blank accompanying it as one never knows

just when the prospect may be in the mood for buying, and facilities for ordering should always be at hand.

The third variation possible in the follow-up campaign is to use colored mailing cards or something entirely distinct from letters to break the monotony of the correspondence and to approach the prospect from a different angle. Land companies and promoters of mines, and various industries, frequently sandwich between letters a newspaper or magazine containing a write-up of their proposition. Facsimile testimonial letters are sent and lists of buyers are looked upon as "good copy." Where the proposition justifies it a telegram or night lettergram is sometimes used to close up a deal. Colored mailing cards are widely used and with good results, for they usually are artistically gotten out, the messages short and to the point.

While the follow-up permits of an infinite variety of appeals and arrangements, each concern must work out its own line of operation, but the actual methods of one successful firm may be suggestive. This concern sells cream separators by mail.

When an inquiry comes in, a catalogue is sent, accompanied by a four-page letter which bears down on the price of the separator and the saving it will mean to the farmer to buy direct.

The next approach is a post card showing the simple mechanism of the machine; next a letter is sent emphasizing some improved attachment; then follow two mailing cards, each giving a testimonial and pointing out one reason why this separator as good as higher-priced machines. Then a letter goes out over the signature of the president telling how he has used the separator on his own farm. He writes in a man-to-man, farmer-to-farmer attitude and urges the recipient to send direct to him for further information on any point that is not perfectly clear. If this letter does not bring forth a response, the name is taken from the list of prospects and placed in the "dead" file.

The mailings are four days apart; each mailing takes up one distinct selling point but all drive home the one idea of "satisfaction." There is no monotony in this campaign; there is no wasted postage and the business has been developed rapidly.

Vary the stationery, approach the prospect through different mediums, present your arguments in different clothes but keep his interest centered in your proposition and do not let it scatter because of eccentricities and far-fetched schemes that do not apply to it.

Scraping BARNACLES Off The Mailing List

PART XIII

HOW TO CONDUCT A FOLLOW-UP

CHAPTER 13

NO MATTER how strong your letters may be, how convincing your arguments or how attractive your offers, the whole campaign will prove a failure if it is not directed at LIVE PROSPECTS. Every "dead" name that is carried on your list adds to the selling expense of those who buy. Correspondents too often center all their thought on the PRESENTATION of a PROPOSITION and, while watching closely the cost of preparing and mailing their letters and advertising matter, overlook entirely the DEAD WEIGHT on the MAILING LIST that IMPEDES the CAMPAIGN. This chapter takes up specific schemes that have been used for bringing the mailing list into drydock and SCRAPING off the BARNACLES

AN organization employing about one hundred and fifty men in the office submitted its follow-up list to each one with the request that he go over it and take out any that might be tagged, "Not in the market," "No longer interested," "Moved," or otherwise ripe for removal.

Nearly every man in the office, it was found, was able to "spot" one to a dozen names, either duplicate, or "out of the market." Remaining employees recognized nearly as many more names which it was time and money wasted to circularize. This made a substantial yearly saving, besides calling forth several profitable suggestions.

The average mailing list becomes fouled rapidly with names of former prospects who have died, moved away, bought, gone out of business or for other reasons are no longer in the market and so the wise manager has his list taken into drydock periodically and the barnacles scraped off. A single mailing to a "dead" prospect means only three or four cents but in a large list which is covered several times a year the drain is too great to be overlooked by the progressive manager.

Particularly on short time propositions—as those in which development plans mature rapidly—it is necessary to cut the prospect off the list, because the proposition is constantly changing.

When the prospect does not reply to any of the follow-ups, one of the following plans may be carried out:

1. Simply drop the prospect who has paid no attention.
2. Ask him for information as to how the proposition has appealed to him.
3. Switch him onto some other plan or proposition the company is putting out.

The disadvantage of cutting the prospect off the list—abandoning further work on him—is that he may be considering the proposition, and even may have made up his mind to order at some future time.

Follow-up writers are strongly interested in knowing exactly how the proposition has appealed to the prospect. His sharp eyes may have seen some flaw in the presentation of the proposition that has not occurred to any one else. He may be a very valuable man along that line; may possess information that he is perfectly willing to give and which is very valuable to the follow-up writer. In one case, at least, it was found that a customer who sent for a catalogue of an orange orchard out of curiosity, was a walking encyclopedia on the subject of oranges and orange-culture. An interview was arranged and the entire follow-up literature was changed simply on the gratuitous advice of a "rubber neck" inquirer. But more than this, if by any means the regular prospect can be induced to reply to any kind of a letter, he is then more in the mood to order. This is guarded as one of the choicest secrets of a successful promoter who, aside from his regular follow-ups, writes various letters asking information, or otherwise calling for an answer. Those who do not answer are considered "sure-enough" barnacles, and are dropped from the list.

An instalment mail-order house finds it pays to cooperate with justices of the peace in clearing up its lists. These men, it has been found, make unusually good collectors and incidentally are available to check over lists of local prospects. The letter sent to the justice reads:

Dear Judge:

As you know, we have a large number of collections, these being handled where possible by justices of the peace. As a result, we feel that you will be interested in the enclosed list of names of your neighbors whom we are writing from time to time for business.

It will take but a moment for you to glance over these names and place check marks opposite the names which can be called "live"--that is, having the right address and which are probably "in the market." We have left a blank opposite each name so that you may set down any suggestions or corrections you may have to make regarding other names.

We will reciprocate by sending our collections your way in the future, or, if you prefer, will pay you for your time.

Very sincerely yours,

Adams & Adams

Other modifications of this plan are to get lawyers to co-operate—a plan only moderately successful. Sending a registered letter to the postmaster in small towns and the "chief carriers" in carrier towns, offering a cent a name to a bright boy for checking up the list sent him, or writing to the assistant cashier of a bank, enclosing a small draft in payment for services, are schemes that usually work out all right.

This same idea, applied in a different way, is used by a large wall paper house having an annual business running well up into the millions, conducted entirely through local representatives who sell from specimen books. A new correspondent coming to the house was convinced that the mailing list was weighted down with barnacles, and sent a letter to the local express agent in every town where the company had representatives.

In this letter emphasis was put upon the fact that the expressman received a commission on all the business that went

through his office and so it was to his advantage to help the house to get in touch with live prospects who would buy paper that is sent by express. He was then asked to look over the accompanying list and scratch off the names of former salesmen who were no longer in town or who for any reason might not be interested. The suggestion was also made that the company would be very glad to have the agent add the names of any persons who might prove acceptable salesmen.

The correspondent found that the company had been carrying on its list over 21,000 barnacles—names of former customers, who had died, moved away or gone into another line of business. From the same letter the company received the names of over 40,000 possible customers, many of whom became good salesmen.

A short "cut off" letter which not only produced results, but cleared up the list as well, was used by an orange orchard company. It read:

Dear Mr. Phillips:

I have looked up your letter of inquiry about "Rancho Orchards," also copies of my replies to you. I have sent you our booklet, and have written you several times regarding our five-acre orange and fig groves, but have had no response to my letters.

We do not wish to burden you with literature if you are not interested, and shall consider it a favor if you will tell me why our proposition does not appeal to you.

Would you prefer a ten-acre tract of undeveloped land close to the orchards?

Are you interested in Rancho as a home or an investment?

I shall appreciate your reply. You are invited to use this sheet and the self addressed stamped envelope in answering, if you will be so kind.

Very truly yours,

By *Edward Benson*

Vice-President,

THE BAYS LAND COMPANY.

A St. Louis firm selling high grade bonds has found it necessary to revise its list every six months or a year. Bond offerings

are sent, accompanied by circular letters, to all inquirers for a period of six months, or, where correspondence is favorable, for a year.

At the end of that time this postal with paid return is sent asking the recipient if he wants to be kept on the mailing list.

This method is particularly useful for bond buyers, as they are for the most part business men and women and give a prompt reply to a postal of this kind. This plan has been tried by other lines, and it has been found, as a general thing, that it secures the best results from two classes of people—business men and farmers. It has been found that they respond readily to a request to have their names taken off the list.

A plan of determining the "liveness" of a list is that of making such an attractive offer—aside from the main offer—that the live ones will answer. Sometimes a book, picture or premium is offered in return for a reply card request. In other cases a small price is charged—a "two-cent stamp" to shut out mere curiosity seekers—or "twenty-five cents for a dollar book," or article. On an English book list over sixty per cent responded when a pamphlet was offered for two pence—about five cents. This gave an opportunity, not only to determine the "live ones," but to correct up names and addresses preliminary to a larger campaign.

A department store manager who puts out a catalogue from year to year, is educating his customers into the habit of "registering" every year or at least every two years. He starts his campaign for a list with a letter, "Register for the big book." This letter goes out six weeks before the catalogue is ready. Those not answering are circularized until about ninety per cent do answer. This, together with inquiries, gives a live list, assuring small postage and catalogue loss.

A corset company doing a large mail-order business, found it desirable to lighten the mailing list of unlikely prospects and a letter was sent out to all the doubtful customers, asking for particulars regarding their corset department, how much space it occupied, how many people it employed and what lines it found to be the best sellers. The information was asked for, the letter stated, to give information for statistical data that was being compiled.

This was a subtle scheme, for, while only a few merchants who had corset departments took the trouble to give the informa-

tion desired, in nearly every case merchants not handling corsets or out of business, wrote in and explained why the letter did not apply to them. In this way, the correspondence department was able to scrape off the barnacles, keeping on its mailing list only those who were known prospects.

One correspondent with a wholesale dry goods house had the girls compile a list of all former customers from whom nothing had been heard for several years, in order to ascertain how many of them were still in business. Then he had some personal letterheads and envelopes printed on the finest grade of bond paper. He wrote to the merchants that he was getting out a list of the dry goods houses of the different states. Would the recipient be willing to cooperate with him by giving him certain facts regarding the length of time he had been in business and the names and addresses of other dry goods merchants in his own town?

Here, again, the merchants who were in business did not all respond, by any means. But in almost every case where a man had gone out of business he replied, or in the case of men who had died, relatives who received his mail replied, stating the facts; in case of removal, letters were invariably forwarded or returned by the postmaster. The high grade of stationery used and the absence of advertising ear-marks seemed to demand prompt attention and the replies enabled the correspondent to rid the list of thousands of names of men who, for one reason or another, were no longer prospects.

Finally, what to do with culled names, is a question that bothers. Some firms make a practice of trading "culls" with businesses in somewhat the same line yet not in direct competition. These names are then tried out on a single letter proposition or are written a letter asking if they are interested. A firm employing agents has secured several hundred good representatives from the culls from the customer list of other houses.

In general, it is best to abandon the "dead list." There are enough live prospects—concentrate on these.

MISTAKES To Avoid In The Follow-Up

PART XIII

HOW TO CONDUCT A FOLLOW-UP

CHAPTER 14

THE FOLLOW-UP *is one of the most useful tools in modern business—but it is not an AUTOMATIC TOOL. Properly directed it will perform an infinite number of services—find customers, sell goods and extend a business indefinitely; carelessly handled, it will leave in its wake prospects whose interest has waned, customers whose trade has been lost, bills that can never be collected, opportunities that cannot be regained. From the conception of the letter to the addressing of the envelope that carries it, there are innumerable opportunities for errors, any one of which will spell failure. What the most common MISTAKES are and How they can be GUARDED AGAINST are considered in this chapter*

ONE of the surprising things proved by our system of try-outs," says a leading mail-order merchandiser, "is the fact that a letter put out to get business may actually *lose* business. It may not only cost money to mail but a carelessly written letter put out in a slipshod manner has cost us several thousand dollars in actual business besides the indirect loss which could not even be estimated.

"On one occasion a letter went out containing some most undiplomatic statements touching the percentage of profit made by dealers. This might have passed unnoticed but the mailer, through error, sent it to our dealers' list made up of about six thousand dealers who buy of us, despite the fact that we are a

mail-order house. "The error was discovered after some four thousand letters had been mailed but not in time to stop a loss of over \$4,000 in business from cancellation of orders alone."

While the results of error in the follow-up are not usually so disastrous or so immediate, yet the danger is there and must be systematically guarded against by the careful user of the follow-up in business-getting.

"What is the greatest fault in the follow-up?" The question was put to the head correspondent of a large mail-order house.

"Mediocrity!" The answer was made without hesitation. Mediocrity is a serious fault, but it is not confined to the follow-up; it is the weakness of all business correspondence. But mediocrity shows in a follow-up more fatally than in the initial letter. The writer may be original and forceful on the start but he can not keep it up, and the follow-up tapers down into anti-climax. It is hard to write one strong, original letter—it is infinitely harder to write a series of strong, original letters.

Mediocrity and generality are faults rather than mistakes but they lead to the needless waste of hundreds of thousands of dollars annually.

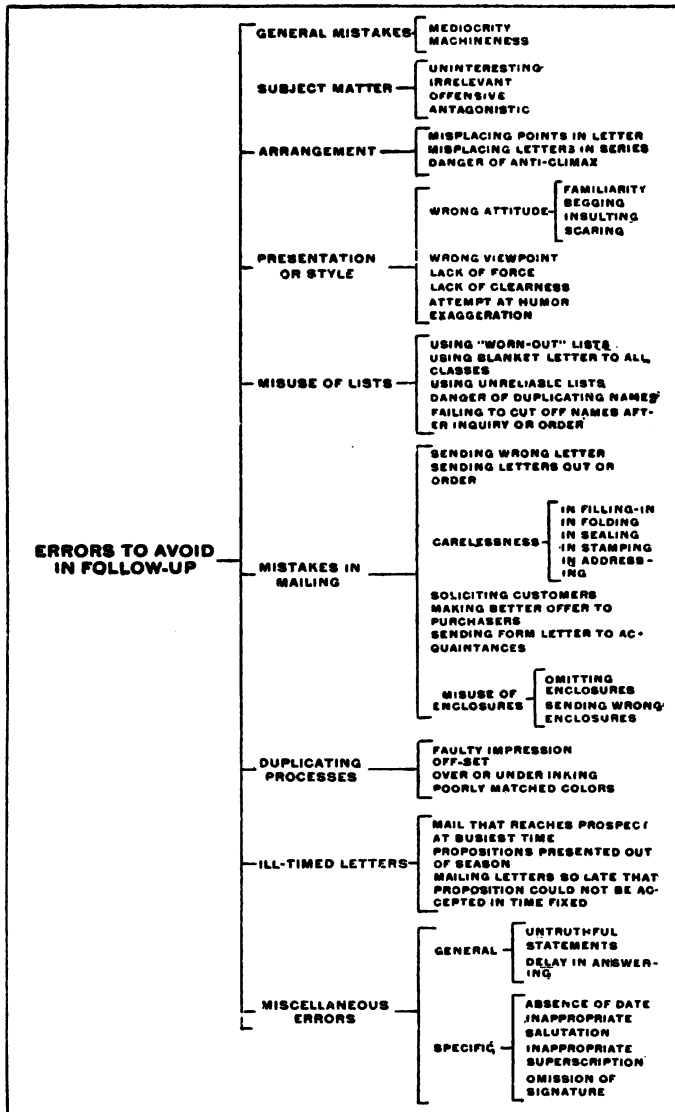
Another thing that weighs down the promising follow-up is what may be called "machineness." By machineness is meant that set of characteristics usually associated with work handled in large quantities by machines, as opposed to work done by hand.

The manager of the mail-order department of a New York department store, who formerly wrote human interest follow-ups for a Chicago mail-order house, says:

"It is only necessary to consider how the ordinary follow-up, particularly in a big institution, is gotten up, to see why it often does not pull so as to pay.

"Ten to one, beginning with the writer, it is a machine proposition; it is his work to turn out so many forms that his superior will pass. There are any number of men who can write a good sales letter in reply to an inquiry and follow up the individual in an effective way but when they start to write form letters the human element is lacking—they are not directed at an individual and the arguments are scattering.

"Coming to the mechanical process of putting out the letter, it is printed by machine work, addressed, folded and stamped by machinery, and goes out bearing the impress of machine work that is unmistakable and ineffective."



That loss from machine work is easily demonstrated; go over an unresponsive list with a human interest letter handled with personal care and the results show at once that when interest replaces mere mechanical handling the results are sure and immediate.

One instance of many will show this. A run of eighteen thousand forms was put out by a mail-order house at a time when sales were at the lowest ebb during the year. The results on this occasion hardly paid for the stamps. Then a conference was called and the situation was gone into thoroughly. It was decided that each man at the meeting—fifteen in all—should put out a special letter according to his own ideas; write it, see it printed and mailed and "nurse" it so as to make it as different from the traditional "machine" form as possible.

The results were that twelve out of the fifteen sets pulled an average of thirty-one per cent against a former average of four per cent. Here was a gain of more than twenty-seven per cent made by getting away from machine methods.

One of the methods of getting away from "machineness" was tried by a form letter writer for an instalment house. Taking an issue of 5,000 forms, he signed 2,500 of them individually. Next he had the files brought to him for information, and guided by the previous correspondence, he added a personal note, in his own handwriting as a postscript. This means of getting away from the machineness of output resulted in sales aggregating \$2,144 from letters so treated as against \$386 pulled by the mechanically signed letter on a similar list.

Again: a bank one year put out a form letter during the holiday period bearing a postscript in imitation handwriting, "Best wishes for a Merry Christmas and a Happy New Year." The signature of the cashier, also in imitation handwriting followed. Later the president had each employee write a personal letter to a list of business acquaintances. The first letter went to 11,000 names; the second to 800 names, yet the second proved three times as valuable as the first.

There is no greater mistake than to put out a follow-up and expect it to pull simply because it is a follow-up. Unless it is applied intelligently it will prove a failure and a costly failure.

Carelessness is the cardinal sin of follow-ups and is inexcusable because it can be traced down to individual cases. Carelessness—mere lack of close attention—can kill a follow-up

at any stage. From the time a letter is written until it reaches the prospect, any one of a hundred variations of carelessness may kill it.

Carelessness on the part of employees writing and putting out follow-ups is of such importance to a concern using half a million letters yearly, that a checking system has been introduced to bring to light errors from inside the establishment.

For every thousand names on lists, ten are for checking purposes. Recipients of these letters look them over carefully, make any suggestions that may be of value and remain them with the follow-up, enclosures and envelope—the latter showing cancellation postmark and backstamp—to the residence address of the general manager. Those who have charge of the follow-ups know about the system but do not know which names are on for checking-up purposes. The system not only inspires greater care in the work of every employee but checks absolutely the more common mechanical errors, as in folding, sealing, stamping, use of right enclosures and similar faults.

In one case, a partial issue of 6,000 letters was sent out with a wrong enclosure. Without some such system this piece of carelessness never would have been known. To correct it a follow-up was sent out explaining the error and this letter proved to be a puller.

The errors that actually happen every day are too varied to permit complete classification. There are certain errors, however, that may be grouped and reference to them in this connection may help in guarding against their occurrence.

In the first place may be mentioned errors in subject matter. A blunder of this kind is frequently made when an inquiry comes in on some particular point and the regular form letter is sent in reply—a letter that does not deal with the particular phase of the subject in which the prospect is interested. Under this head may be grouped the letters that give offense or arouse antagonism. A Chicago man received a letter from a New York clothing manufacturer beginning:

"It is just as easy and economical for you to wear clothes that are made in New York--America's Style Center--clothes that set, not mock, fashions, as it is for you to wear the other kind."

Here was a slap at the man's local pride. It was an attitude to arouse resentment. The very reference that might have helped a sale to someone living in or near New York gives offense to the man in a distant city.

There is no more inexcusable blunder than to take a slap at a man because he does not respond to your letters, even though he may have answered your advertisement. There are a thousand and ten good reasons why he might not reply. Supposing a man who is away or sick or is temporarily tied up in some big business deal but is still interested in your proposition, receives such a letter as this:

"All kinds of ne'er-do-wells bob up in reply to advertisements, and our system of stating this money-making proposition in cold type at the start-off was adopted as a means of weeding out the dead ones.

"We knew the dead ones wouldn't 'come back.'

"You haven't.

"But it doesn't necessarily follow that you are a dead one. If the dead ones don't 'come back,' it doesn't mean that all who don't come back are dead ones. Get that?

"Anyway, we are prodding you with this letter to see if there really is any life in you."

Could you imagine a letter more deadly to prospects?

Another error in the subject matter is calling attention to the fact that no response has been given to previous letters. While this is done sometimes by the most successful writers it usually strikes a wrong chord to remind a man that he has already turned a proposition down several times. Here is the opening paragraph of the second letter in a follow-up:

"We beg to inquire if you received our reply and circular matter sent to you two weeks ago in response to an inquiry received from you. Fearing that possibly you didn't, or that you hastily mislaid it, we attach herewith a duplicate of same and ask that you carefully peruse its contents."

No special attempt was made to disguise this as a form letter, yet it was a "give away," as a printed form calls attention to the fact that many prospects are not interested in the proposition.

The letter that starts out "You have not answered any of the four letters we have written you" is equally unfortunate because it emphasizes the previous lack of interest—a hard way to develop present interest.

Then there are errors in arrangement which have to do, not with the subject matter, but the placing of these subjects in the series so they will be most effective, as brought out in the chapters on arguments and offers. Anti-climax is one of the commonest and most fatal defects in many campaigns.

Akin to the errors of subject matter are the errors in presentation or style. Violation of any or all of the laws of clearness, force, and ease; attempted "ginger style" which falls flat; heavy, wordy, uninteresting style; presentation from the seller's viewpoint; coldness or preciseness of diction; over-familiarity; actual or so-called humor; unbacked statements; anecdotes or testimonials obviously not genuine or exaggerated or distorted for selling purposes; petulance, implication of obligation or unfairness in not replying; begging or asking sympathy; "throwing the scare;" appealing to prejudice; over-use of either persuasion or conviction; general exaggeration—all are disastrous.

A man wrote to one of the largest manufacturers of ready-made clothing in the country and received this answer:

Dear Sir:

We do not make riding breeches.

Very truly,

THE CENTRAL TAILORS.

There can be no excuse for such a curt reply. The firm is a national advertiser spending hundreds of thousands of dollars annually to secure new customers yet it failed to show common courtesy to one who inquired for something out of its line. A simple expression of regret or giving the address of some firm that could supply the writer's needs, would have won a friend instead of offending a prospect.

Errors in the use of lists drain many a campaign appropriation—using either a list primarily unsuitable for the proposition

or one "worn out;" using a list which has been swindled or otherwise "cleaned up" by some fake proposition; sending blanket letters to all classes; failing to cut the prospect's name off the follow-up list when he has inquired or ordered or has an account in the process of collection.

Few things are more exasperating to a customer who has ordered than to have his name left on the mailing list and—as too often happens—to be offered a lower price than he has paid.

The errors that occur in mailing are legion—sending the wrong letter, as a collection letter for a sales letter; wrong serial number, either misplaced or duplicate of letter already sent; "Dear Sir" letters sent to women; sending "special offers" that intercept orders forwarded at a higher rate; sending soliciting letters asking business direct in agency territory; soliciting an agent as a customer; sending form letters signed by printed signature to personal friends and so forth.

A ranchman owning an automobile wrote to a supply dealer for a catalogue as he was so far from any city that he intended to carry some extra parts and accessories in order to make his own repairs. Back came the regular form letter urging him to put in a large stock of goods. It told of the large profits that he could make by "supplying the trade" of his territory—there were not three machines within a thousand miles.

A man living in a suburban town near Chicago answered the advertisement of an eastern manufacturer. Ten days later he received the sample asked for and a proposition to make him "county representative." A glance at the map would have shown that the inquirer lived in Cook county. The careless use of a printed form might have lost the company the right to put its own organization into Chicago with its almost unlimited possibilities for this particular product.

A New York investment company replied to inquiries on railroad stationery. The letters written in longhand were mailed at Cleveland and bore the signature of the president of the company. The opening paragraph read:

"Your letter reached my desk just as I was leaving on the Twentieth Century Limited for Chicago. I wanted to write to you myself but did not have time to dictate a reply and so I am writing this on the train."

Here was a clever idea to impress the recipient with the personal interest taken in him but careless mailing spoiled it—at least one prospect got three copies of the same letter mailed on three successive days.

A government employee stationed in the heart of the Philippines, thinking of the time when he would return to the states, wrote to a correspondence school regarding its course on "How to Sell Real Estate." The third letter in the follow-up reached him before the second and conveyed this surprising information:

"If you will enroll at once, we can help you make money right away. Upon receipt of your application we will send you a list of property that we have for sale in your immediate vicinity, together with the names of probable buyers who live near you so you can get to work and put through some sales this very month."

Every business man has met with similar blunders with-out number—monuments to the stupidity of the office boy, or, more correctly speaking, to the department head who entrusts such important matters to incompetent employees.

Errors of time should not be overlooked. No experienced mail-order man will send out a mailing to reach prospects the first of the week or the first of the month when the recipients are most likely to be busy. Some of the bigger blunders are entirely inexcusable, such as sending out advertising matter on corn harvesters late in November. One letter started out:

"Now that the holiday rush is over, you will doubtless have time for other things."

The letter was dated April 22. High time for the holiday rush to be over in most places!

A New York trade journal, a publication devoting a great deal of space to criticising advertising campaigns, made an effort to secure a large number of advertisers for a special

September issue. This was the closing paragraph of a strong two-page letter.

"To be sure of catching the issue, your copy should reach us by AUGUST 28th. Better mail it today."

These letters were mailed on August 25th to prospects in Omaha and Kansas City and other distant cities. The letters were entirely wasted; to comply would have been a physical impossibility.

There can be no greater mistake than downright falsifying in the follow-up. Everyone makes allowances for a certain amount of exaggeration in advertising but a palpable untruth is always reactionary. A man who was visiting in Kansas answered the advertisement of a motor boat manufacturer. He intended to investigate different boats and buy one for a summer home in Wisconsin. There was no possible use for one in central Kansas, yet the second follow-up read:

"We mailed you our proposition and agent's contract on April 21st. We should very much like to know what you are going to do in the matter as we have others waiting in your county to take up this proposition."

One man of wide experience insists that the most prevalent mistake in the follow-up is the delay in answering inquiries, a fault in which the largest concerns are frequently the worst offenders.

Mrs. Smith reads of some new food product. It appeals to her and she writes for a booklet—two or three weeks later it comes. The spell of the advertisement has been broken. Or she reads the advertisement from some children's outfitter and writes for a catalogue. In one case it was just five weeks before the catalogue reached the inquirer—the lady had long before purchased something else. An attorney hunted half an hour for some papers, then, remembering the advertisement of a certain filing system that would enable him to find such documents in a few minutes, he wrote for price list. It was just twenty-one days before the concern—another national advertiser—complied. By that time he had forgotten the urgent need of the filing

system and the catalogue was tossed into the discard. Thousands of sales are lost daily because advertisers do not comply promptly—while the interest of the prospect is at its highest point.

Carelessness in filling-in a form letter sends thousands every morning to the waste basket unread. An enumeration of the more common errors should be sufficient to put the ambitious correspondent on the alert to prevent their recurrence:

Absence of date; misdating; use of a poorly-inked rubber stamp for dating purposes that is inverted or of faulty impression.

Inside address failing to match body of letter either because of different colored ribbon or careless placing in the typewriter.

Salutation, for any reason not appropriate for the one addressed, as unwarranted familiarity, failure to give title or other distinguishing characteristic.

Body of letter, wrongly placed on page or pages, particularly crowding too much matter on page; double spacing when single spacing would appear better or save a page; irregular indentation of paragraphs or first line of paragraphs too deeply indented; turning short line at top of new page.

Complimentary close for any reason not appropriate to body of letter or salutation.

Signature, illegible, where handwritten or reproduced from handwriting; obviously an imitation, when duplicated; omission of pen-written signature when rubber stamp with "Per—" or "By—" is used.

Wrong enclosure or enclosures; enclosures referred to in letter not enclosed; enclosures too bulky for the envelope.

Folding bottom edge so as to line precisely with top; misfolding; folding so as to crowd envelope.

So-called "water sealing" which does not stand handling; sealing which attaches flap of envelope to letter.

Use of one-cent for two-cent postage; stamp partially attached or out of place; under-stamping for weight.

Such are the errors resulting, for the most part, from carelessness. Where any of these are present in the follow-up the pulling power may be lowered nearly, if not quite, to zero.

Probably the most practical plan for reducing errors in the follow-up is that of having test names on the list, for this system not only brings to light errors that might not otherwise be detected, but it has a moral effect on the correspondence department that makes for efficiency.

PART XIV

Consisting of seven chapters on the subject of “SCHEMES THAT HAVE MADE LETTERS PULL.”

IDEAS are seeds.

Plant them carefully, cultivate them patiently—and they will blossom forth into achievement.

Save them from neglect which lets other things crowd in to smother and kill them.

Watch over them jealously lest they die before they bear fruit.

Ideas are seeds—

Worthless in themselves, but potential of multiple returns if you plant them, care for them and develop them into achievements.

The IDEA BEHIND The Letter

PART XIV SCHEMES THAT HAVE MADE LETTERS PULL CHAPTER 15

BEHIND EVERY *business communication* there should be some specific purpose, some definite aim. This does not mean that the purpose should be conspicuous, for the letter writer should be a diplomat and the LONGEST WAY AROUND may be the SHORTEST ROUTE to the DESIRED END. So the strong letter has behind it a specific scheme—sometimes apparent; sometimes concealed—but a scheme that grips the interest of the reader and induces him to send you the information, or the order or the money that you want. This chapter gives clever schemes and actual letters that show how the “idea behind” may add to the pulling power of written messages

THOSE men who called at your office this morning—each one of them had some definite end in view. It might not have been apparent, or the apparent object might not have been the real object. One may have tried to interest you in some investment scheme; another wanted information or a favor; another tried to sell you something—or find an approach for a sale at a future time.

So with the letters that come to your desk. Behind every one is a definite idea—possibly it is an out-and-out sales letter; possibly it is a forerunner—the first of a follow-up; possibly the real purpose is concealed.

Postage is wasted unless every letter has a definite mission. And your Class A correspondent tries to incorporate some

Dear Sir:

Have you been reading the series of articles on Office Economies that have been running in the Progressive Journal? It is our opinion that these are the most practical, helpful articles ever written on system in handling office routine and so we have asked the publishers for permission to reprint them in pamphlet form.

They have granted our request and the articles are being printed in an attractive little booklet, together with all the original illustrations, charts and diagrams--54 practical schemes and methods for taking up the slack in office work, cutting out unnecessary details and handling routine operations more expeditiously.

Do you want one of these booklets to keep? It is yours for the asking. Fill out the enclosed blank and one will be sent postpaid and without a cent of obligation on your part.

Very truly yours,

CENTRAL OFFICE SUPPLY COMPANY.

The idea behind this letter is half-concealed, half-revealed. The firm offers to send the booklet free—and a catalogue goes with it which lists and prices the devices and systems described in the articles that have been reprinted from an office supply journal

specific scheme in every letter—the idea behind. It is only the beginner who fires his shots broadcast, hit-or-miss, depending on the laws of chance for their effect.

Mrs. Jones gets a letter from the manufacturer of some toilet preparation telling about the superiority of his product and the attractive way in which it is put up. Then, when desire has been created, he offers to send her a free sample if she will fill out the enclosed post card. The card gives space not only for her name and address, but for the name of the local druggists. On the surface of the letter it is merely a proposition to get Mrs. Jones to try this new preparation, but the scheme behind is to give the manufacturer ammunition with which he can go to that druggist and say, "Here are customers of yours who are sending to us for our goods because you don't handle them. You are losing sales—and profit—by not putting in this line." In this way, Mrs. Jones unwittingly puts into the manufacturer's hands a "big stick" by which the local dealer is brought into line—and that was the idea behind the original letter.

THE "IDEA BEHIND" IN HANDLING COMPLAINTS 137

Dear Madam:

If you are boiling and broiling over a hot cook stove every time you prepare a meal--here is your chance to avoid such unnecessary discomfort.

Or, if you are tired of sweeping and mopping and cleaning about a dirty, dusty coal stove--we can save you these troublesome duties.

For the next twenty days we are going to install 100 gas stoves in homes free of charge and give the use of the stove absolutely without cost for a period of six months. The stoves we offer are the latest model Fancy Cooker, equipped with baking, broiling and toasting ovens. They are beauties--clean and practical for any kitchen.

You needn't keep the stove if, at the end of six months, you want to go back to the old drudgery of cooking with coal. You can order it out at our expense at any time, but if you want to keep it we will give you the opportunity to pay for it at the rate of \$2.00 a month.

This does not call for the expenditure of a cent of your money, except for gas--which, you will find, is a very cheap fuel for cooking purposes. As there are only 100 of these stoves to be sent out in this way, it will be necessary for you to fill out the enclosed slip and mail at once or you will be disappointed.

Yours truly,

CENTRAL GAS & SUPPLY CO.

The idea behind this letter is not to sell a stove but to sell gas. The stoves are not only sold to consumers at cost but under unusually liberal terms, for the first step is to educate the housewife to the convenience of gas. Experience has shown the gas companies that after six months' trial a family seldom goes back to a coal range so this letter is sent out to increase the number of consumers.

In the chapter on "Making Capital Out of Complaints" letters are given that actually solicited complaints from former customers. Apparently the purpose was to do the square thing by the customer, and it was—but the idea behind struck deeper than that. It was to adjust the complaint in such a way that good will would be re-established—and more trade result. There is nothing that the straightest-laced man could take exception to in such a policy and it is good business: it takes care of the grievance and it paves the way for future sales—both sides are beneficiaries.

Savings banks frequently send out letters telling of the loss of someone who hid his savings in an old sugar bowl, or some

Dear Sir:

A little over a year ago we hired a chemical expert and gave him these instructions: "We want you to produce a non-smutting carbon paper that will make fifteen to twenty clear copies."

Last week he delivered a case of the paper at our store and told us to try it out, test it thoroughly and see if it did not fill the bill.

We have been trying it in a small way and it appears all that we could desire but before putting it on the market we want it proved up absolutely so we are going to ask you to help us out. Won't you let us send over a box of it and have your girls use it for a week--and then give us your honest opinion? We don't want to sell a single sheet of it unless it is just as we claim--actually superior to any other on the market. We know your office has a reputation for turning out high class work and we want to have you try it.

Just drop the enclosed stamped card in the mail and we will deliver a box the same day.

Very truly yours,

W. H. /O. L.

Adams & Adams

This letter was sent out by a manufacturer of office supplies to the head correspondents, chief clerks and office managers of several large firms, obviously to get an expert opinion but the idea behind was to introduce a new brand of carbon paper. The subtle flattery which asked for a man's opinion etched the name of the new brand on the minds of every person addressed, assured a careful trial of the paper and its real merit ultimately lead to its use in many of the offices while the reports, written on the stationery of these large firms, proved the most effective advertising in introducing the product to dealers and smaller users

other story bearing an obvious moral. There may not be a word about opening an account but clearly that is the idea behind.

The corset manufacturer who wrote to merchants asking for information about their corset department, size, number of employees, and so forth, "for statistical data" he was compiling, was in reality working to revise his mailing list—that was the scheme behind his letter.

Following the San Francisco fire a certain insurance company was supposed to have been hard hit and the management saw from the tone of the letters from the agents that these reports were shaking their confidence to the great detriment of their work. So the president wrote a letter calling their attention to the fact that large funds were available for investment in farm

Dear Sir:

It costs us on an average \$27.50 to sell our Rex Duplicating machine through agents or house salesmen. That is not a big selling expense but we are wondering if it wouldn't be better business to drop the salesmen, cut \$27.50 off the price, and sell direct to consumers.

What do you think about this plan? Would you buy a Rex at the cut price of \$67.50 either cash or monthly instalments? We are going to put it up to the business men themselves and have decided upon a voting contest among 1,000 men. You are one of the 1,000. We are enclosing a numbered ballot and want you to tell us which you think is the better scheme, which plan appeals most to you? We shall be looking for your vote.

Very truly yours,

I. C. R. / H. B.

ECONOMY MANUFACTURING CO.

The idea behind this letter was a selling scheme for the ballot was an order for a machine at the reduced price. There was no deception—it was simply a new angle of presentation in which the buying idea was submerged and the "voting" idea was made more prominent

mortgages and for the agents to be on the lookout for desirable loans. As a matter of fact the agents were too busy to hunt up mortgage loans but the scheme had the desired effect. The idea behind the letter was to inspire confidence, which it did, not only reassuring the agents but giving them "evidence" they could show to prospects. A letter telling the agents not to pay any attention to the rumors and that the company was on a sound footing would not have been nearly so effective.

A mail-order music house offered to send a handsome calendar to all who sent for the new catalogue before a certain date. Distributing the catalogue was really a secondary purpose; the main purpose was to revise the mailing list, cutting out of the active files those who did not respond.

In an infinite variety of ways the correspondent weaves his letter around a definite scheme. These letters and schemes here given are merely illustrations of how the longest way around may be the shortest way to the objective point. In the business letter there is opportunity for strategy no less than for diplomacy. This does not mean deception or misrepresentation but a clever angle of approach, a unique method of presentation, a far-reaching scheme—and these are the legitimate tools of every business man.

The CLEVER SCHEME That Compels Attention

PART XIV SCHEMES THAT HAVE MADE LETTERS PULL CHAPTER 16

THE AVERAGE PERSON *receives so much mail that he cannot give more than a passing glance to any letters but those dealing with subjects in which he is consciously interested. The clever correspondent must take advantage of that passing glance and PROJECT SOME ATTENTION-GRIPPER that will induce him to read the message. The letter may be so original or so strong that it will force itself upon the notice of the busiest prospect, but most correspondents REINFORCE THE MESSAGE itself by some scheme for catching the eye—some interesting statement on the envelope or at the head of the letter; some unusual style or color of stationery; some unique enclosure—any physical feature that will make the letter stand out from the mass.*

A BUSY executive was handed a bundle of letters—replies to an advertisement for a correspondent to fill a vacancy. Towards the bottom of the pile of conventional white envelopes a bright scarlet edge was conspicuous.

Without hesitation he pulled it out, opened it and read:

"Just as this letter stood out from the many other replies you received to your advertisement, so my work will stand out from that of the ordinary correspondent."

Without reading another application, he dictated a request for the man to call—he was hired and "made good."

Some new scheme or some original presentation has secured many a position, interested many a prospect, saved many a campaign—sold millions of dollars worth of goods. A striking color-effect, a startling phrase or a peculiar design will jar the mental equilibrium of the busy man, catch his attention, and if the proposition is presented clearly and concisely it is reasonably certain to secure a hearing.

Many correspondents strive to flag the reader's attention before he opens the letter. An unusual size or color of envelope may be used or some catch line will save the letter from being dropped, unopened, into the waste basket.

The simplest scheme is often most effective. A plain white envelope with the one word "PERSONAL" typewritten in the lower left hand corner pulled nearly three times as many replies as the same letter, sent to a similar list, in envelopes containing the conventional return card.

The force of a scheme depends largely upon the class of prospects to whom one is writing. Such words as "IMPORTANT," "SPECIAL," "VALUABLE," and so forth, on an envelope would not even dent the curiosity of the average city business man, but many mail-order houses make constant use of these attention-getters and find them effective.

No general principles as to a catch phrase or other attention scheme can be laid down except that it must appeal to the purse or to some other interest of the prospect. The manufacturer of office supplies printed down the left hand side of an envelope: "The Truth About Typewriter Ribbons" and on the second follow-up was this envelope-message: "FREE TRIAL OFFER. There's a post card enclosed which needs only your signature to get you the Best Ribbon made, FREE." Several thousand mail-order customers were lined up in this way—not through the scheme alone but by attracting attention and getting the prospect sufficiently interested to see what the proposition was.

Early in November one retailer sent out his monthly bulletin in an envelope that bore no printed matter except the picture of a turkey under which were the words, "Do You Want Me?" The question was coupled up with a letter-proposition which offered to give a turkey with the purchase of a certain amount of goods. No other selling "stunt" ever pulled more business, due, undoubtedly, to the appeal of a turkey just before Thanks-

giving and the way in which the attention-getter and the proposition were so intimately related.

A publishing house flagged the attention of the busy prospect with the warning at the top of an envelope: "This is Your Last Chance." At the bottom the line "October 25th is the limit" had been printed but added effectiveness was given by scratching out with a pen the "25th" and writing just above it the "31st." Changing the date by hand, giving the general statement a personal touch, succeeded in bringing the message home to many who had never been reached by previous propositions.

A picture is always an attention-arrester and a firm manufacturing trunks and suitcases printed on its envelopes a fine half-tone of a suitcase—nothing more. It tickled the curiosity of many who had not responded to previous letters. The manufacturer of expanded metal advertised his goods by the faint outline of a metal fence on his envelopes. Thousands of similar schemes have been used with varying degrees of effectiveness, for the success does not depend on the attention-getter so much as it does on the way the scheme is coupled up to proposition.

Such phrases as "Extra Special 10-day Offer" and "Grasp This Opportunity Today" appeal to mail-order customers but to catch the attention of the business man something more subtle must be used. Stamping on an envelope containing advertising matter the statement "This is in Answer to Your Inquiry" received consideration from many executives and department heads to whom such advertising seldom penetrates.

Some special color or tint often makes a letter stand out from the mass and a land company found by numerous tests that a rich bond paper of bluish tint pulled double the inquiries of the same letters sent on an ordinary grade of white paper. An eastern house, getting out an eighteen letter follow-up on a certain proposition, adopted an envelope with a wide red band around the edge. Letters were mailed once a week; after three months a mailing was skipped. Several hundred requests came in for copies of the missing letter, showing that the men on the list had come to look for the red-edged messenger every week and did not want to miss one. It was the letters that made the big impression but the color-effect *first flagged attention*.

A circular needs strengthening even more than a letter and a good "outside message" has proved the life line for many a

proposition. A soap manufacturer putting but a chipped soap threw its brand into the lime light by the question on its envelopes, "Why Buy Water?" The circular inside gave the chemical analysis of different brands of soap, showing the large percentage of water they contained as compared to this particular kind. It proved most effective advertising.

Any of these schemes used on the envelope can be applied to the letter itself. The catch-line at the top of the page is frequently effective and the chapter on "How to Begin a Business Letter" gave numerous examples of attention-forcing schemes. A clever phrase, a conspicuous signpost, an attractive picture—anything that will catch the eye is practical—provided it is not eccentric or offensive and has some relation to the subject matter.

A small sticker pasted on the letter is almost certain to be read and is good advertising at times. For instance, a manufacturer of motor boats uses a red sticker on all his letters a few weeks previous to the annual shows:

Look for the INDIAN MAID
at the MOTOR BOAT SHOWS
Chicago, Jan. 28 to Feb. 4
New Orleans, Feb. 22 to Mar. 1
Boston, March 12 to March 20

Although the letter may have some selling talk entirely irrelevant to the show, such an attention-getter is more apt to stimulate the interest and insure the reading of the message.

Another form of sticker was used by a publisher and broke all records in pulling business. A yellow slip, pasted on a blue letterhead read: "As you failed to enclose a remittance as called for in the advertisement, we are sending you descriptive literature only. Your orders will be promptly and carefully attended to at any time you favor us."

Another result-bringing scheme was a special letterhead, three inches longer than the regular size. The extra three inches were folded down as a flap at the top of the sheet, partly covering the letter. This message was printed on the flap:

"Last month I mailed you a copy of the attached letter. As we have not heard from you it is probable that the letter escaped your attention—that is the only explanation I can think of for your not accepting our free trial. I know you are interested and will thank me for bringing this to your attention in this way and so a copy of the original letter is given below."

The attached letter was filled with selling talk and the replies showed that many men who had read it when first sent out but who did not act were induced by this attention-getter to read the offer again—and accepted it.

Printing the name and address or parts of the letter in red ink are familiar schemes, the effectiveness of which depends largely upon the way they couple up interest with strong arguments. Of themselves, they have no selling value whatever.

While purely descriptive matter is usually left to circulars, it is sometimes used effectively with an attention-getting picture, especially one showing a machine in motion or an article in use. A revolver pointed at the reader from the top of a page, or a motorcycle rider coming from the page directly towards the reader undoubtedly attract attention, but there is a serious question whether the psychological effect of such a mental shock is desirable.

Folding the letter so that when it is pulled from the envelope the recipient's name is the only thing that meets his eye, is a sure attention-getter. An insurance man in a large city who wanted above all to impress his name upon a large number of prospects wrote a short letter which took up little more than half a page, ending it with the words "You will make no mistake if you"—a red line carried the eye to the bottom of the page where the sentence was completed—"Remember Mr. Blank." Such schemes may be all right but the danger is in relying on the scheme to take the place of strong, convincing talking points.

Enclosures offer further opportunity for the man with a novel idea to express himself. Blotters, stuffers, folders, return envelopes or post cards—everything you send out can be made to carry a red flag. The effectiveness of mailing cards is due very largely to the attractive pictures, clever catch-lines and striking colors which arrest a man's interest long enough for him to read the proposition that is partly expressed by the illustration.

Anything new or different or larger or finer is sure to attract attention and advertising men all over the country are daily striving to outdo one another in clever ideas. But many campaigns have fallen flat because the originator depended on cleverness alone to turn the trick. Getting attention is obviously necessary, but a forceful style, convincing arguments, a specific offer and strong inducements are essential to catch up the momentary interest that the scheme arouses, develop it and lead it along logically to the completed sale.

Schemes That Are Used To Fix CONCENTRATION

PART XIV SCHEMES THAT HAVE MADE LETTERS PULL CHAPTER 17

IT IS COMPARATIVELY *easy to secure attention; the hard thing to do is to HOLD THAT ATTENTION—fix the concentration of the reader on your proposition. Catch phrases, sub-heads, color effects, pertinent questions, mechanical tricks of presentation, unique enclosures—innumerable schemes may be used to CONCENTRATE the attention of the reader on the letter and just such schemes as are described in this chapter have saved many a campaign from failure. But here is the point to remember: a scheme, no matter how clever, will not take the place of a CONVINCING letter; it will help to center attention on the message but it is not a substitute for arguments and persuasion*

A YOUNG sales correspondent for an eastern watch manufacturer tried out a letter not long ago that brought unusually large returns. In making it up he used the same selling arguments and inducements that had been applied in a dozen other mailings. A careful study was made of it to discover why its "pulling power" was greater than that of other letters using the same general talking points.

By all the accepted rules it was far from an ideal letter; it was weak in several points. But it was original in one feature: the selling talk was preceded and followed by numerous catch lines that kept the reader's attention centered on the different points that were made. Such sentences as "This is an offer that

will make you sit up and take notice," "Do you get my idea—clearly?" "Read it over again—carefully." "Read on—this is going to be mighty interesting." "Just let me say that over again—it's so important to you," and "This is a one-sided offer—it doesn't touch your pocketbook" were so interspersed with the arguments that the rural prospects, to whom the letter was sent, became interested, unconsciously.

These catch-lines kept leading the reader along and proved just the way to reach the class of men who buy cheap watches by mail. "Cheap slang" that would have had the opposite effect on the city business man, actually won the country prospects, illustrating again the necessity of aiming your proposition at the class you want to reach. This inexperienced correspondent, coming from the country, used the phrases and sentences that appealed to him and they appealed to the men the polished letters failed to work. The moral is plain: add to the arguments the hooks that will concentrate the reader's attention until he is brought around to the point of ordering.

The pulling power of a letter frequently depends upon some little scheme or idea that concentrates attention on the proposition. It is comparatively easy to gain attention; it is no great trick to get your letter opened and—the great majority of men will glance at the first paragraph—to grip the reader's interest in such a way that he will read your message to the end.

The two ideas—attention and concentration—are closely allied. Frequently they overlap one another. Concentration goes further, taking up the work of making the message effective after the attention-getting scheme has played its part and opened the way. Concentration schemes prompt consideration and reasoning. The scheme or plan itself is merely a vehicle for conveying the ideas and suggestions, yet without that vehicle many propositions would fail.

An eastern gear manufacturer succeeded in focusing the reader's attention on his proposition by means of an enclosure sent with all letters.

A gear punched through a celluloid card could be taken out and replaced. Around the gear—a red-inked word tangent to each tooth—were printed the names of the various kinds of gears manufactured. Here was a novelty that clinched attention to the company's line. The letter describing the company's goods was doubly effective by the concentration

MECHANICAL SCHEMES THAT DEVELOP INTEREST 147

Dear Sir:

Did you read of the unprecedented cold wave last week? It was the coldest weather the South has felt for many years, and it will mean the loss of millions--in the storm area.

But that's the very point I want to explain in this letter--our property lies out of the storm area. Our fruit was not touched. There has not been a sign of frost here--for, we're below the frost line. Look at the temperature map I'm sending you--you'll find that the thermometer has not once approached the freezing point this winter--even during last week's storms.

If you are interested just note the fact on the back of the enclosed temperature map. Slip it in the return addressed envelope and mail to us and we will send you one of our illustrated booklets telling all about the cultivation of grape fruit and oranges. This booklet also contains the government agricultural statistics on the value of fruit crops during the last five years.

This booklet is a veritable mine of valuable information for you if you are interested in southern land. But it's so expensive that we send it out only on application. I'll send you one with postage prepaid as soon as I receive your letter.

Very truly yours,

M. B. Andrews

President.

A dealer in Florida land, took advantage of an unusual storm to center attention on the favored location of his property. The temperature map helped to concentrate attention on the location of his land and proved one of the most effective pieces of advertising ever sent out

scheme which kept the idea of "gears" in the reader's mind. Factory men who were interested in the subject invariably read the accompanying letter. So a scheme by its very novelty and uniqueness may lead to concentration.

Another effective way of getting the prospect's thoughts into the desired channels is to ask a question in some original way. At the top of all the sales letters used by an eastern specialty house is printed in red ink the proverb, "Time is Money." An arrow line connects it with the opening sentence of the letter, "Do you believe this?" The next paragraph continues, "If you do, read this offer carefully—it shows you how to cash in on your time." Tests showed that this letter pulled nearly three times as well as one that was identical except for the first sentence, which read, "Do you believe that 'Time is money'?"

Dear Sir:

At the regular executive meeting yesterday a resolution was adopted limiting the time for which credit can be extended. This new ruling takes the matter out of my hands and fixes 60 days as the limit.

Now you will readily see that I have no personal authority in this matter--I am even exceeding my authority in telling you details of this meeting and the policy decided upon. But you are an old customer and I appreciate your business too much to allow any clouds to arise in our mutually pleasant relations. Where a neglected account might lead to the refusal of credit, I feel that I am warranted in straining a point to send you a copy of the resolution adopted.

I have been asked to make a report on all accounts by the 25th. Surely you won't force me to hand in yours as overdue at that time, after I've given you this information in plenty of time for you to avoid it? You don't want your name on our "refused credit" list and I'm certain I don't want to put it there. So won't you let me have your check before the 25th? Just strain a point if necessary. I'm doing the same for you.

Very truly yours,

Harry L. Park

Credit Manager.

The enclosing of an extract from the minutes of the meeting, showing the resolution adopted, serves to concentrate the customer's mind on this one fact--that the bill must be paid or credit would be refused. To personal friends of the credit man, a pen and ink letter is even more effective. Asking the customer to return such a letter or to destroy it, adds force to the plan

This is an illustration of how some little mechanical trick can be utilized to catch the eye and speed up the reader's interest.

A Florida land salesman writing to a list of northern prospects in midwinter sets his readers thinking hard on his proposition by opening his letter in this way:

"The temperature was seventy-four here yesterday--how was the weather in Iowa?

"We had strawberries--picked from our own garden--for supper last night. Think of picking strawberries--and eating them--in winter. I'm going over to the beach tonight for a swim --been in swimming lately?"

The questions he asks call for a contrasting of the two climates: getting up in a cold house, building a fire and starting out to work while the mercury is playing tag with the zero mark—all this is brought into sharp contrast to a climate where men sit on their porches in their shirt sleeves, pick strawberries in their own garden and then go over to the beach for a swim. The writer takes advantage of the reader's physical discomfort on a cold day to help concentrate his attention on the land proposition.

Sometimes it is an advantage to summarize a proposition at the head of a letter. A western orchard company, owners and operators of commercial orchards, selling "units" to investors begins one of the letters of its follow-up in this way:

A SPECIAL LETTER - - for - - A SPECIAL PURPOSE

SUBJECT: This letter and Enclosures tell of a Special Preliminary Allotment of Units in Property No. 5, open only to our Present Correspondents.

The advantage gained by a lead of this kind is that of a bare statement of fact showing the idea back of the letter; this thought dominates the reader's mind. It connects the arguments to the main proposition. Then the actual introductory paragraph following the "Dear Sir" begins in some such way as this:

Business is fairly humming in our office, but we haven't heard from you yet, and if there is anything I hate to confess it is the failure to convince one of our correspondents that our letters are worth a reply. I don't blame you a bit, but in the face of our selling from 10 to 20 units a day, and on the eve of the greatest activity that the Northwest has ever experienced from a horticultural standpoint--I am searching my own mind to find wherein I have failed to convince you that the Apple industry is YOUR opportunity to make your money WORK HARDER FOR YOU.

In this paragraph the reader's interest is brought to a focus. The impression is subtly given that he will have cause to regret it if he does not read the letter through and learn just where the proposition is to increase the earning capacity of his money.

Following the same idea a correspondence school runs the red-ink notice at the top of one of its follow-up letters:

"AN IMPORTANT CHANGE IN OUR LAW COURSE--A SPECIAL PROPOSITION THAT SHOULD INTEREST YOU. READ IT CAREFULLY."

Another follow-up has one letter with the capitalized headline, "ANOTHER WORD OF VITAL IMPORTANCE REGARDING NO. 6." Still another letter opens with this sentence:

"Read carefully every word of this letter unless you are in the habit of throwing away money."

A manufacturer leads the minds of prospective customers into his proposition in this way:

"Your success in business depends on the goods you handle and the way you sell to your trade—it is the same with us."

A candy manufacturer pulls his readers' attention off the prices and binds their interest on the point of superior quality with a suggestion of this sort:

"Don't look at our prices—look for quality in our candy. The finish and delicate flavor is way beyond competition or comparison. Therefore you can't compare prices justly."

The novelty of a letter sent out by a steel goods manufacturer caught attention and by its close application to the proposition made it a puller. The article sold was a doormat, and the sales letter opened with the sentence: "I wish to apply for a position in your office," giving personality to the doormat, and following out the idea throughout. It was signed "Lightning Steel Doormat," giving the company as guarantor of the applicant. Another letter sent out by this company which made a hit with the trade was opened with the sentence, "Here—Wipe your feet," for there were few men who wouldn't satisfy the curiosity aroused by such an opening and read the proposition that followed. Ordinarily this would be a mere attention getter but in selling a door mat, the mind was instantly centered on the article itself.

Sub-heads for important arguments serve to emphasize certain features and keep the mind on the proposition. Under-scoring words or phrases that the writer wishes to impress upon the reader's memory is effective in fixing concentration if not

Dear Mr. Jones:-

So many repeat orders have come in from down state merchants on the catalogued new line of mercerized derby satin - art nouveau patterns in outstays and corset covers, that I believe they is the best sellers this season. We have not been forced to put the sale because they are bargains of unusual merit.

While the demand will cover our stock I know you want a chance on the strong sellers and the opportunity of ordering some set aside for you. Prices range between \$4.50 and \$4.75. It will be well for you to let us have any such notification within the next few days.

Very truly yours
J. H. Johnson - Pres.

The hand written personal note is so rare in business correspondence that it always attracts attention. The average buyer of goods gets loads of typewritten letters, but when he realizes that a busy executive—the head of a large wholesale house—has stopped his routine to write him a personal pen and ink note, his interest is immediately centered in the production. This scheme was tried successfully by a tapestry goods manufacturer to boost sales on certain lines of stock.

carried to an extreme. Running certain words in red ink when the remainder of the letter is in black or purple, underlining in red ink, making special indentation of certain paragraphs and tabulated figures, all serve the same purpose. But do not be led into the error of thinking that some such scheme is sufficient to make a letter effective. At the most, it can only help out the arguments and talking points.

The letter of a tire and rubber manufacturer, written entirely in dark-colored ink, has red quote marks about two words in the center of the page, which are the key-note of the proposition. It is a striking detail—certain of drawing attention and giving unusual emphasis, and it is effective because it is not overdone.

A publishing house fixes concentration on a special proposition by the words "Forty cents a copy for fifteen days" put on by a rubber stamp in another color of ink diagonally across the last two paragraphs of the letter. Another sales letter writer gets a forceful vehicle for a special offer by writing it with pen and ink across the bottom of the typewritten letter.

Stamped on the letter paper of a concern which aims to emphasize the idea of service, is a jagged red streak of lightning which ends in the lowerleft hand corner with the words "Lightning Service." Down in the lefthand corner of a plow manufacturer's letter is the picture of a man with hand extended and three red lines running up across the page. At the side of the picture is the red-typed explanation, "These lines lead to the friendly cooperation of our customers and make us grow." The lines lead to paragraph sub-headings: "Factory Prices with Freight Prepaid," "We have no agents but sell direct to you" and "30 days' Free Trial with a Guarantee of Satisfaction." This scheme is adopted in the letters purely to concentrate the reader's attention on the three policies.

Another manufacturer selling engines aims to bring concentration down to details by a strong color contrast in an enclosure with his letter. The cover of the enclosure is in bright red, the background of the photograph a cream white and the machine itself in dark brown. The scheme is an unusually striking one and has been one of the most productive ever applied to the sales letters of this concern. Unusual color contrasts are always striking and, if so applied to the selling plan as to make the point of emphasis the dominating feature, help to fix concentration.

An enclosure used by a clothing manufacturer in his letters impresses upon consumers the name and address of the local dealer. The enclosure is a card of introduction attractively gotten out on expensive paper: "This will introduce you to our representative in your city." Underneath this line is a space in which the name of the dealer and his address is written. Below this is a printed assurance that the dealer will be glad to show the consumer the line of goods and new fashion ideas.

Dear Sir:

There are no better engravings made than those of the Powers Miller Company and ~~THERE AREN'T GOING TO BE.~~

The average halftone of today when placed under a magnifying glass shows raggedness in the dots--the average etching shows raggedness and shallowness--the usual halftones do not electrotype well. Is it a wonder when you compare the patterns of the old style with the new process?

Our new acid etching process means a revolution in the photo engraving business. It gets far deeper and cleaner halftones--softer and more accurate middle tones; is better by 100 per cent for electrotyping and stereotyping; gives 50 per cent longer runs; necessitates less make ready, to say nothing of the immeasurably superior quality of zinc etchings than any old method. Compare the magnified reproductions on the margin and see the modulation and perfect smoothness of the dots in one of our etchings; mark the smoothness and depth of the etching made by our process--then see the perfect uniformity of one of our electrotypes.

We've enclosed a "Dun's Report" of ourselves and our reputation. It shows us as our customers see us.

We have just made up a few sample books, showing designs, color schemes, half-tones, double-tones and attractive results secured for other customers. Don't you want to look it over? We will send you a copy immediately upon receipt of the enclosed postcard with your corrected address.

Very truly yours,

POWERS & MILLER COMPANY

Several schemes, each emphasizing a point of advantage, may often be applied to a selling letter. An engraving concern uses three in one letter: a catch phrase in the opening paragraph to bring out an immediate idea of superiority of product; a series of illustrations in the margin of the letter to concentrate interest in the argument and add convincing power, and an enclosure of a reproduction of financial agency's report to impress the reader in this unusual way with the stability and standing of the house

Attention and interest may be centered on some special offer by a printed or typewritten slip pasted to the margin and partly covering the letter. A novelty cutlery concern employed this plan effectively by the use of a narrow colored strip on which a special discount offer was written.

A scheme successfully employed by a commercial orchard concern adds a touch of originality to the form letter which follows the inquiry and draws the attention of the prospect to

Dear Sir:

IF OUR DESCRIPTIVE MATTER HAS NOT CONVINCED YOU THAT OUR LOOSE LEAF METHODS ARE SUPERIOR TO ALL OTHER SYSTEMS, THE FAULT IS WITH OUR PRINTED MATTER, AND NOT WITH OUR METHODS.

Seventy years is a long time--but we have spent that many years inventing and improving office methods--that we might say, "There's none better." You might send for one of our special introductory outfits--to look over and try. It will convince you more thoroughly of their superiority than anything we can write.

There are probably many things in connection with your business that it would pay you to know more about--things that you really want to know all about. Surely, you won't hesitate to ask about them--if you can get the information readily--without waste of time or money.

It isn't going to cost you anything for the trial of our methods; we are anxious to prove to you that they are best--we will do it just as soon as you tell us for what purpose you want to use them. There's a return addressed card enclosed which you can fill out without incurring the least obligation. You might tell your stenographer to mail it this morning.

Very truly yours,

W. H. Bell

A manufacturer of loose leaf systems concentrates his reader's attention to the point of superior methods, by distinguishing one letter of his follow-up from others. He begins the letter with a strong interest getting sentence bearing directly on the letter message, and to give the thought more force this sentence is set in capitals

future personal treatment. It was accomplished by using this printed slip attached to the margin of the letter:

This is a form letter written by me personally, which I'm sending in reply to your inquiry and to accompany the printed matter. All correspondence from the day I receive your reply will be of a personal nature, and I'll expect to write the first letter of this kind, answering such questions as you want cleared up, within the next few days.

The actual value of such little schemes to the sales letter has been proved by many try-outs. Very often some little plan or idea when applied to the letter itself focuses attention so forcibly upon a proposition that its effectiveness is doubled or tripled. It is the little hooks that catch attention and hold it that give full scope to the selling letter.

The INDUCEMENT That Brings The Order

PART XIV SCHEMES THAT HAVE MADE LETTERS PULL CHAPTER 18

IT IS OBVIOUS *that the first aim of the mail-order correspondent is to attract attention to his proposition—just as obviously he must try to concentrate the prospect's attention on it—but those steps are preliminary—wasted time, energy and postage, unless they are followed with an INDUCEMENT that will BRING BACK AN ORDER. Whether the prospect is in the market for a lead pencil or a yacht there is some special inducement that can be brought forward at the psychological moment to* **TIP THE SCALES IN FAVOR OF YOUR PRODUCT.** *This chapter describes inducement schemes that have pulled—little twists to a proposition, and special concessions that have saved a number of mail-order campaigns*

THE manufacturer of a cream separator, while looking over his mailing list recently, found a number of prospects whose orders were hanging fire. That they were interested was shown by inquiries and replies to the follow-up letters. But the proposition had not been put to them from an angle that landed their orders—that final word of persuasion which would take their names from the “unsold” file was lacking.

Some additional argument was necessary so a new offer was mailed out: “Let us send you the separator for a two weeks’ trial, and during that time you can prove to your own satisfaction the big saving it is going to bring you. After you’ve gathered the cream in the usual way, run the skimmed milk through the

separator—keep track of the additional cream and see how much butter it produces each week. Multiply this by four and you'll find that the month's average saving will pay one-fifth the cost of the separator."

Here was a money-making appeal that was worth testing out—it was fair; it cost nothing. Farmers who were unmoved by other letters were induced to put their names on an order blank by this specific clear-cut trial offer.

No product is marketed without an inducement—some argument that shows its adaptability to the needs of the prospect or some persuasion that creates in his mind the desire to possess it.

This principle applies just the same to sales letters as to personal solicitation. To clinch the order by mail, the letter must offer an inducement. There may be several different inducements, for that which is effective in one case may not pull with a different class or for another proposition. So a series of follow-up letters should be used, each offering a different inducement, one of which may strike the chord that will bring the prospect into action and clinch his order.

Price is usually the strongest inducement. Give the prospect reason to believe that he is getting a particularly good bargain and the sale is half made. A correspondence school selling a \$20 course, once a year offers a special inducement to lagging prospects in the form of a \$10 certificate redeemable during a limited period as half payment of the course. The reason given for the unusual offer is the formation of a class of one hundred students, which permits a reduction in price. Cost is lower in handling that number of students on any one course. Such cash reductions as this, unless a sufficient reason is given for the cut, has the wrong effect—it lessens the value of the proposition in the eyes of the prospect and defeats its own ends. A better plan is followed by another correspondence school, which offers to give the course upon payment of half the regular price, the balance to be paid by the student out of his increased earnings after the course is finished.

A common form of inducement especially applicable to mechanical devices and labor-saving appliances is to require only a small down payment and then "let the machine pay for itself by the money it saves." One manufacturer lopped off ten per cent because of the expense saved by taking salesmen out of the field and selling direct. Another manufacturer gave

Dear Sir:

Tramping through the Detroit Sifter factory recently, one of our experts on reducing power loss noticed a lack of alignment in the shafting that explained a difficulty the owner had been attempting to solve for years--there was heavy friction evidenced throughout the entire length.

He made an investigation that brought out some startling facts. Running free, the main shaft could not be moved except with the aid of a turning bar. A further investigation showed nearly every length of shafting in the factory working under an equal handicap. With over twenty sections of shafting, covering about 500 feet, figure for yourself the power that was going to waste in this plant.

Acting upon his advice the main shaft--100 feet long--was equipped with our Roller Bearings. The owner, Mr. A. P. Jones, tried the 100 foot shaft after the new bearings were installed and readily turned it by hand. A week ago we completed installing Roller Bearings throughout the factory. He estimates that friction loss has been reduced over thirty per cent in belting wear--in fuel--in efficiency.

Try the same experiment on your own shafts--you'll discover a similar friction loss. Estimate, with the experience of Mr. Jones as a basis of comparison, the power you are wasting every month in your factory. Figure it out carefully--you will see that the money you invest in equipping your factory throughout with Roller Bearings will return nearly 100 per cent interest. You surely won't continue to neglect this big leakage.

Write us, this morning--giving the amount of shafting and we will submit an estimate within twenty-four hours. For convenience, use the enclosed card.

Very truly yours,

Adams & Adams

A big inducement to order goods is to point out the waste that an antiquated system is causing. Where a manufacturer offers to install new equipment on trial to demonstrate the saving, the inducement pulls orders that academic arguments would be slow to land

a reverse twist to this same idea and used as an "order now" inducement the argument that the price was to be advanced ten per cent to cover the additional selling cost of personal salesmen who were to be put into the field the following month.

Another familiar inducement is a discount for a limited time, provided the purchaser sends in with his order the names

Dear Sir:

Here are just a few of the many reasons why you ought to plan on getting the Handy Pump Engine now, before the spring and summer seasons begin.

With an air head on the pump the engine will throw water over a forty-foot barn or house--that means fire protection for you and you know how small a chance the average man has of saving a building afire in the country. It throws sixty feet on the level easily--so you can readily water your lawn or garden. You remember last spring and summer, gardens and lawns fairly burned up from lack of water. Then there's all your carriages that must be washed--it's a simple task with the aid of the Handy Pump.

You can take the engine from the pump platform in ten minutes--and as it weighs only a hundred pounds--wheel it anywhere, adjust it quickly and set it at the work a man must usually do. It will run the big separator, the churn, the washing machine--any of the things that are usually back-breakers.

The price is \$70 f. o. b. your town. But I'm going to make you a special offer for just this month, because there are so many of your friends who are as interested as you. I'm going to offer you the exclusive agency for your vicinity and you therefore can secure a Handy Pump Engine for your own use at a greatly reduced price. As our agent you will have \$15.00 off. This means that you'll not only get the agent's profit on your own engine but you can doubtless sell enough others to pay the entire cost of your own.

You can't afford to delay a minute longer--for if you are not appointed agent, someone else will be. Better send your order now and pay for your engine through sales to your neighbors.

Very truly yours,

Morton & Morton

This manufacturer of engines employs several inducements. He uses advantages and convenience as one, a special selling price as a second, an exclusive agency, with possible profits from sales, as a third, and a time limit as a fourth. Such an offer, when bona fide, is a powerful inducement

of five other prospects. In addition, a small commission may be offered the purchaser on sales made to prospects whose names he has turned over.

Sometimes several offers, played from different angles, furnish the price inducement sufficient to meet various selling conditions. A watch manufacturer, for instance, offers in one letter to sell for cash, with a watch fob as a present; the second

Dear Sir:

The price of our 3x6' and 3x7' display fixtures for wall papers is now \$8.00 each, just as we told you it would be after February 1st.

We have, however, a few 3x6' wings on hand which we will let go at \$6.00 each, as long as they last. An order blank is enclosed. You will notice that it is dated March 1st as we cannot promise deliveries even on these extras at this price after that time.

Very truly yours,

WORLD MANUFACTURING CO.

Notice of an advance in price and offering one last chance at the former price is usually an effective inducement. A fixture manufacturer limited an offer of this kind, to emphasize the importance of the time element and this hurried along many a lagging order

letter offers to send the watch upon payment of half the purchase price, and the balance after a thirty days' trial; the third inducement is to sell on instalments at a slightly higher price because of the convenience of buying in this way.

When the special cut price or discount is not sufficient inducement this may be made more effective by offering it in some attractive way. A western concern increased its sales over fifty per cent by making each prospect think himself especially favored by the cut price. Suggestions for the best selling name for several new articles were asked for in advertisements and prizes were offered for the best ideas. A ten per cent discount coupon was promised to those receiving honorable mention.

Those who did not win prizes received an attractively engraved card of "Honorary Mention," and the ten per cent coupon was enclosed with it. As the coupon was limited to thirty days, it proved an inducement that broke all records in pulling orders.

Premiums, when offered with a proposition that has merit, aid in bringing the sale to a close. The inducement of a large soap manufacturer, selling direct, is to offer prizes equal in value to the goods purchased. Each prospect is furnished with a list of premiums to select from. A letter explains that this offer is made possible through the selling plan which, according to the manufacturer, is to cut out the middleman and give his profits to the consumer in the form of premiums.

General mail-order houses sometimes pay a prospect to try their goods, on the theory that the trial-order customer can usually be easily held. A New York house sends a check for one dollar with the second letter of its follow-up, instructing the person receiving it to enclose this as part payment on the first order sent in and explaining at the same time:

"It costs us nearly a dollar for the literature and advertising we must use to convince our prospective buyer of the benefits they gain through trading with us. We believe it a more effective method of advertising to give you this money and let you actually see and use the goods. Then you are certain to be convinced."

To induce the purchase of a mechanical specialty on a cash basis, doubters and other prospects who lack faith in the proposition, receive a special letter from the head of one mail-order company, suggesting that they make use of a "Certificate of Deposit." This is merely a slip supplied them which must be deposited with the payment for the article at their local bank until they have had an opportunity to examine or to try the machine. In this way their money is kept in the local bank and in case of any dissatisfaction, is refunded to them according to the bank instructions on the slip.

As an opening through which to pull renewals from old subscribers, a publisher writes:

"We are going to raise the yearly subscription price on the 15th, but before that time I'm going to give you the chance to renew at the old rate. And this privilege extends to a six years' subscription--think of the saving to you if you order now before the rate is changed. I'm making this offer because I know that no new subscriber can quite take the place of an old one; because I want to be sure you are on the list next year, and because I want to reciprocate for the part you have played in our present success by giving you a share of it."

The idea of money-saving and giving the prospect an opportunity to get in at the special rate, makes the strongest kind of an inducement.

To play up the importance of the prospect's interests in the solicited purchase, and thus add persuasive power to the selling

Dear Sir:

Will you accept a free loan of my new model farm Tool Grinder for the next ten days?

Will you take my grinder home to your farm and sharpen every tool you have on your place, without sending me a single penny or in the least obligating yourself to ever pay me a cent? All I ask is the permission to send it to you for a free trial--to let you examine and test it. If you don't like it you can return it at our expense at the end of ten days.

You always have some tool that needs sharpening--a scythe--an axe--corn knives--fodder blades--mowing machine knives--butcher knives--any of the tools you use every day. My Grinder sharpens them in a jiffy--with the least work and the most convenience. It's always ready. You sit in the saddle, work the pedals with your feet and apply the tool to be sharpened. It doesn't need a boy to turn an awkward handle. Then it's so simple to operate that a woman can use it.

I'm sending you a little booklet telling how to grind edged tools. You'll want to read it carefully. It also tells all about my grinder and why it is better than any machine of its kind ever manufactured. It has been improved wonderfully in the last two years--and saves so much time and inconvenience that over 6,000 farmers have ordered them in the past nine months. They have sold so rapidly that in a few weeks we'll be compelled to stop sending them out on trial. The factory capacity will soon be taxed so heavily your request for a free trial will either have to await its turn or be refused entirely. For such liberal terms can't be allowed much longer.

Better have us ship you one in a few days to try out. A request blank is attached to the back of the booklet. Rip it off, fill in the space and mail it as soon as you've looked over the booklet.

Very truly yours,

M. B. Andrews.

The special trial offer for a short time only is one of the most effective inducements. This letter pulled in many slow orders for the proposition is fair and the necessity for prompt action rings true

campaign, a piano manufacturer sends as the third mailing in his follow-up a blank telegram, filled out in this way: "Please reserve Piano Number — or, if sold, Number — second choice. Letter follows." A printed slip accompanying the telegram states, "To minimize the chance of disappointment, fill out and sign this telegram before your letter reaches us. Send it at our expense—we pay for the message. Fill in your

Dear Madam:

Where you live I know you must find it almost impossible to buy really good ocean fish. And appetizing sea food--something you can really relish--is just what you want.

You can't get such quality and variety anywhere else on earth as you can from us--what would it mean to you to be able to come down to the wharf tomorrow morning and select just such choice fish as you want? I'm going to offer substantially that very opportunity. We can pack up for you any of the finest varieties we have here and I will put them in your house without a cent of expense to you--I will send you an assortment of our products on approval. You can see them--eat up a fair amount of them--and then decide within a month whether to send your check or return the balance at our expense.

They won't come C. O. D. as I want you to taste them--to take your own time to decide. I do not ask for any references as I already know your responsibility. I just want you to have the advantages of living close to the sea--and to try our goods on terms that insure you against any chance of loss. For such goods our prices are very low--we only sell to families, not through dealers: so you get the dealer's commission.

It is a very liberal offer. Can you afford not to try our foods on such terms as these? If you do lay this aside now you will be as much the loser as we will. Turn to the enclosed folder now and decide while the offer is in your mind. Send as small an order as you wish and I will give it my personal attention. What shall we send?

Very truly yours,

ATLANTIC SEA FOOD COMPANY.

By *M. Q. Williams*

Sales Manager.

The argument of convenience and unusually liberal terms is a strong inducement. A sea food company, selling by mail to consumers, first carefully selects lists of householders and then offers to send on approval

address as well as specifying the first and second choice." This scheme has proved most effective in closing the sale, provided there is some plausible reason for quick action, such as a special price or a limited number of articles.

Then the strongest inducement may be offering some special service in connection with a sale, such as the preparation of special plans and specifications or assistance in installing and operating the equipment. An offer to furnish an expert operator

has been the inducement that closed the sale on many a mechanical device. The offer of land companies to set out fruit trees and care for them until they reach a bearing stage has sold thousands of acres that purchasers would never have considered without this service inducement.

With certain classes the quality argument is strongest and some firms use the guarantee as an inducement. In all its letters reference is made to the guarantee but in the fifth letter this is made the talking point, an elaborate certificate filled out with the prospect's name written in and a specific agreement, in legal phraseology, to take the article back if it proves unsatisfactory and to refund the purchase price, pulls orders when other inducements have fallen flat.

Making it easy to order is frequently an influence that pulls the prospect's interest over the dead center of inaction. The enclosing of order blanks that need only a few pencil or ink marks and a signature in filling out; the self-addressed envelope and instructions on how to order have a magnet force.

But the special proposition, no matter from what angle it is presented, must be explained by a sufficient reason or it may bring suspicion upon a meritorious offer.

The introductory offer is the most familiar excuse for a cut in price and it is a perfectly legitimate one if honestly used, for in many lines a new firm must make some concessions to get its products into use. But when the introductory offer is merely a catch-penny scheme, it is not an inducement but merely sharp practice that will some day re-act on the house.

In making an inducement, the correspondent must treat his prospect honestly or sooner or later the proposition will come home to roost. No concern that seeks to establish a permanent trade can afford to put forth inducements that will not hold color. While it is the mark of the successful correspondent to think up new appeals and stronger inducements, they must come into alignment with accepted standards or the reaction will be greater than the temporary gain.

Schemes That Will INDUCE A Reply

PART XIV SCHEMES THAT HAVE MADE LETTERS PULL CHAPTER 19

THE MORE ACCURATELY *a letter is aimed at the particular needs of a prospect, the more certain it is to lead up to an order. To find the range it is FIRST NECESSARY TO DRAW FIRE—to get a reply that will show where the prospect lives and tells something of him. It makes little difference what he writes, the astute correspondent can read between the lines enough to fill out the picture and frame a letter that will COUPLE up his PRODUCT with the PROSPECT'S WANTS. So the clever correspondent racks his brains for schemes that will induce Mr. Prospect to reply, and this chapter reproduces letters and describes schemes that have proved effective in getting a reply*

A MANUFACTURER of farm implements discovered that by enclosing in his first letter a special offer, which aimed not to sell goods but to get replies, he could often get a line on prospects and find out at once whether or not he was warranted in going after their business.

By guaranteeing a large number of subscriptions and by promising valuable publicity, he secured a low rate from two farm magazines. To every prospect he offered a choice of subscriptions to these publications for twenty-five cents, asking in return that the application be made through his company and that the applicant fill out a blank form card showing his correct address, the size of his farm and his principal product.

Since the majority of farmers written wanted to read a farm paper, the unusually low rate pulled immediate answers. At the same time the charge was enough to shut out the curiosity seekers. This gave the manufacturer a select list of prospects and provided the key that opened a way to sales by showing what kind of machine each prospect needed most.

All this was accomplished in the first letter. After figuring up the time and money previously wasted on "dead timber"—this manufacturer found that his replies were costing him considerably less than before. The plan reduced the average cost twenty-one cents to the prospect.

The obvious reason in getting a reply from an indefinite prospect, is to find out if he is interested in the proposition. The letter that goes after it is but a "feeler"—its purpose is to draw fire—find out who the live prospects are.

As in the scheme adopted by this implement manufacturer, it may aim purely to select the list and secure some indication as to what arguments will produce the best results. Or it may be necessary to know whether it will be profitable to mail expensive booklets or to send out salesmen. Often the prospect may need more information and his reply will suggest the course of treatment necessary to get his order. The field general in the sales campaign wants to know the most effective approach—the prospect's reply gives him this information.

But the reply may indicate that the prospect is not ready for the letter campaign—he may not be in the market just at that time—in which case the follow-up would be wasted; or, it may show that while not interested in the particular proposition or in the market for the product offered, he may want some other article; or, possibly, the reply may point out defects in the product or selling letters that should be remedied to avoid useless expense. A criticism, even from a prospect who is not in the market, may show the necessity for an entirely new argument.

To draw this first spark of interest is often the first object of a letter campaign.

One specialty mail-order house encloses with the first letters a small slip of paper on which is written, "The courtesy of an immediate reply is requested." This note is signed by the manager or some officer and has proved most effective, especially when used in letters to farmers and small town prospects. Another mail-order man drew a surprisingly large number of replies

Dear Sir:

I feel that possibly a few plain figures might cause you to become interested in our orange and fig orchards in Texas, about which I have previously written you:

A five acre orchard will cost you \$2,000
which may be paid as follows:-

Cash, 300
\$29 monthly, without interest, until paid . . 1,700

Or if you prefer, we will make four equal
annual payments at 7% interest.

After the orchard has reached the bearing
period, it should produce

First year	\$ 1,000
Second year	1,500
Third year	2,000
Fourth year	2,500
Fifth year	3,000
Sixth year	3,500

Total, \$13,500

These figures are the MINIMUM.

From your investment of \$ 2,000
you have had at the end of ten years . . . 13,500

Thereafter your income should be not less than
\$3,000 to \$5,000 annually, and you have
a property that has increased in value
to at least \$2,000 per acre, or . . . \$10,000

Study these figures; then advise me if I may not have
an opportunity to prove them. If I can, would you make an invest-
ment on the easy terms named?

Very truly yours,

W. Q. Williams

Pres. The Star Development Co.

Sometimes it is advisable to hold the proof for a set of statements until the prospect has shown enough interest to demand it. A fifth follow-up put out by an orchard company, having orange and fig orchards in Texas, have simply the figures on future profits, together with the statement that proof would be furnished those interested. This method of coaxing a reply was proved very profitable, a large number of inquiries coming in from prospects who before had failed to show interest.

by writing in red ink on the outside of the envelope, "Replies to this letter will be accepted if postmarked within ten days." When the proposition is one that apparently demands immediate

Dear Sir:

Evidently you failed to receive our letter of recent date--for if you had read it carefully you could hardly have failed to reply--so we are enclosing a copy. There are several points included in it that are very important to you.

In case the terms are not absolutely clear, we want to point out that the discount of 33 1/3 per cent on all orders for less than ten machines, and 40 per cent on orders of ten or more, is unusually liberal. You surely can sell an average of one machine a day--figure this out yourself and see how large a salary you would be getting. Then don't overlook the guarantee which allows a money refund should your sample machine prove in any way unsatisfactory within ten days.

As you know, we cannot make these prices to any but the first agent who introduces our machines in a locality. Let us hear from you by return mail in regard to your taking the agency. Ask us any questions that have occurred to you in this matter, and we will send you some valuable selling hints along with our reply, but we will not hold the territory unless you accept immediately.

Very truly yours,

WESTERN TYPEWRITER CO.

A typewriter concern introducing machines into new territories adopted this plan of getting new orders promptly. The writer did not fall into the common error of telling the prospect that others were waiting to accept the agency but that the house would not hold open the territory—a reasonable proposition that appeals to the average business man

attention, such a scheme as this usually calls forth a quick reply.

If no response is heard from a prospect within a reasonable time after sending him a catalogue or booklet, some firms send out tracers to see if the advertising matter was received. One house, for example, has a form post card with the word "Tracer" at the top and under it this message:

"The book we mailed you in reply to your request, was a valuable one. We are very anxious to see that it does not go astray and to trace it in case you did not receive it. Just make a note on the attached return post card and mail to us today so we may know if the catalogue is in your possession."

Experience shows that the great majority of people are so impressed by this card that they comply with the request and usually their reply gives the house the desired information.

Dear Sir:

I want to ask a favor of you.

While I realize that you may not be willing to grant it --I believe you are willing to help any brother business man out of a tight place, if it does not especially inconvenience you or cost you anything.

Recently, as you remember, I sent you one of our large carriage catalogues for your inspection. Since that time a fire at our factory destroyed all the literature we had on hand. Temporarily, we are unable to get more catalogues from our printers while we are daily receiving urgent requests for them. Unless it is possible to secure a few from inquirers who have received them and do not care to order right away we must lose a great deal of business.

Since I have not heard from you I assume you are not interested and will be willing to return at my expense the one you hold. I will appreciate this favor from you and to make it easy for you, have enclosed an addressed and stamped folder. However, if you still are interested in getting a carriage, keep the booklet--I do not want you to send it in if you are thinking about buying. I also enclose a return post card in case you want to ask any questions regarding a prospective purchase.

Please favor me with a reply, at least--letting us know whether to expect a catalogue or a later order. The world is large--not so large but that I may be able to return the favor at some future time.

Very truly yours,

D. L. Lawrence

President.

A manufacturer of carriages, wishing to replace some destroyed catalogues to use until he could procure more from his printers, wrote to inquirers asking for the return of books sent to them--if not interested. Accidentally, he hit upon one of the most effective inducements to reply that has ever been used in a follow-up letter. The same idea was later incorporated in similar schemes with remarkable success

The special rate to the first one ordering some commodity in a town or county frequently induces prompt action, but such propositions are so often spurious--catch-penny schemes open to all--that the better class of houses seldom adopt this plan.

The drawing power of curiosity is generally recognized. Incite the prospect's curiosity in the first selling letter and he is almost certain to come back for more information, but one must guard against attracting the idle curious on whom your

Dear Sir:

There must be something the matter with my letters or else I have failed to understand your needs.

I am sure the fault is not in the machine. Others in your line are using the Atlas Time Recorder with unusual success. More than fifty per cent of the sales we make are re-orders. They come from concerns that have proved the efficiency of the machine and are placing them in other departments. I have tried in my letters to show you how it will be an equal help in your business.

Won't you please send me just a line telling why the Atlas Time Recorder has not appealed to you as you thought it would? I have enclosed a return stamped envelope for your convenience.

Very truly yours,

Wallace E. La

When several letters in the follow-up have failed to get a reply from the prospect who has made an inquiry, a straightforward request for some sort of an explanation on the grounds that the letter writer hopes to be of service to the inquirer by giving such information as may be wanted, is often productive of results. This short note which followed four selling letters brought in a large percentage of replies and outlined the prospects' needs, enabling the company to give them individual attention.

literature would be wasted. A publishing house looking for book salesmen hung out this interest-teaser in its first letter to a list of country school teachers:

"While we understand that you already are either engaged to teach school or otherwise profitably employed, we want to show you the way to increase your earning capacity away beyond what any teaching position can ever offer you. A word from you to show that you are sincere in your wish to build up a profit-making business for yourself, and we will give you our complete plan with the proof of its money-making possibilities."

By assuming that the prospect was employed and by implying that the opening was good enough to warrant giving up a position, the letter held an unusual appeal to the man who really was out of employment or occupying a low-salaried position and it flooded the publisher with replies.

Such schemes, little clinchers and hooks in a carefully worked out plan, with its appealing inducement, drag forth this completing link in the seller's chain of information.

The Proposition Used As A LAST RESORT

PART XIV SCHEMES THAT HAVE MADE LETTERS PULL CHAPTER 30

IT IS ONE THING to get a prospect interested and another thing to heat his interest to the ordering point. The correspondent's hardest work is to get action into the "almost persuaded" prospects—the people who are fully determined to buy sometime but keep putting it off. With most propositions there comes a time when it is no longer profitable to follow-up a lagging buyer—the margin of profit on the article puts a limit on the selling expense—and so one FINAL EFFORT IS MADE—ONE LAST INDUCEMENT offered to get the order. Here are letters and last resort schemes that have pulled orders out of the fire, made eleventh-hour sales and enabled the house to cash in on the expense of the follow-up

RECENTLY a manufacturer of gas engines who anticipated moving his plant into larger quarters, decided to dispose of all his stock that was ready for the market, at a reduced price. The change necessitated freighting a large number of engines twenty miles and this meant double carting costs, crating and uncrating and possible damage in handling.

A special list of possible buyers was selected, some who had written for special information and others whose orders were hanging fire for various reasons.

To these a "one-last-inducement" letter was written. It summed up briefly the engine's strong features and then offered to cut the list price twenty per cent, explaining that the company

would rather sell at the cut rate than double handle the stock. A photograph of the engine was enclosed and under it was stamped an absolute guarantee and a fifteen-day free trial offer. It puts the offer in this way:

Because it is advisable to dispose of all the stock on hand rather than move it to the new factory, we will let you try a Reliable thoroughly--absolutely without cost to you or obligation on your part. So you won't have to take our word regarding the advantages in the Reliable--you can test it and if you don't find that it does more than we claim for it, you may send it back at our expense.

And the price--just for eighteen days--is 20% off. Can you afford to let such an offer go by? There will never be another better offer--I don't believe there ever was a more liberal one. Fill out the blank enclosed and mail it now--before you have lost the chance. We move the factory on the 25th and we would prefer to have your order a day or two in advance.

Most of the engines in stock were sold. This sale suggested to this manufacturer that for a last resort a definite plan must be followed—a good excuse provided for the special offer.

The prospect must be impressed in some forcible manner with the fact that there is to be no better proposition—no lower price—no easier terms—that it is his one last chance to accept an unusually advantageous proposition. This principle holds good on any article sold through letters. Sometimes a prospective buyer holds off, hoping that he will get a better offer—often he is merely hanging back for lack of some special incentive to “order now”—many times he is undecided as to kind or size or style—maybe he is not convinced that he really needs the article or wants to pay the price. All these obstacles the seller aims to overcome in his last appeal. The quick disposal letter sent out by this engine manufacturer held the elements of an effective last resort scheme, even though it was not planned with that idea in mind. It gave an unusual inducement and, what was equally important, showed a legitimate excuse for the special offer and a good reason why it would not be repeated.

Correspondence schools frequently cut the price in a last resort letter, but this always has the disadvantage of cheapening the value of the course, and the cut, becoming known, makes a sore spot with students who paid full price. A last resort letter

Dear Sir

Here is your folder taken directly from our files and it contains copies of all the letters I have written you about the Model XX incubators. Possibly you may want to refresh your memory about certain points and this will give you an opportunity--but if you are not interested, just destroy the folder for if you have no notion of buying at this time we don't want to bother you with any more letters.

I had a letter this morning from a man in Michigan who thanked me for having been so persistent--said he had intended to order but kept putting it off from week to week. Finally he sent in his order and now, just after his first hatch, he writes such an enthusiastic letter that I am enclosing a copy of it.

This is a common experience and I haven't the least doubt you will thank me after you have bought.

Now, before throwing this folder away, would you look the letters over once more? Read especially the letter of Jan. 4th and the figures quoted in the letter of Jan. 12th and the third paragraph in the letter of Jan. 22nd. Read all the correspondence over again and then if you want to try a Model XX, merely sign the enclosed card and mail to us.

Very truly yours,

BROWN INCUBATOR COMPANY,

By *Edward Brown*

While the last resort letter is frequently used in campaign follow-ups it may also be used on the wear-out. If a prospect has not responded in any way it may be desirable to center one final shot on him and if he does not respond, take his name from the file. The profit on a sale may not justify a longer campaign--and a heavier selling expense. This was the idea behind the letter given above. Here there is no special price or other specific inducement but it is the last resort, the final word--and the cleverness of the scheme of sending the prospect a manila folder containing copies of all the correspondence gave him a new perspective of the entire proposition and brought many more orders than an actual price reduction.

can offer an inducement that does not have any of the disagreeable features of the "bargain counter" cut price by making better terms such as a small payment and the balance in installments, or the scheme described in a previous chapter where a student was admitted to a class at a lower price.

A mail-order manufacturer of a specialty holds in reserve the free trial offer until the last thing. This final letter pulls by the suggestion that, while the prospect ought to be convinced of the

Dear Sir:

I have just telegraphed you as follows:

"Our peach and apple orchards uninjured by recent terrible storms. Unusually large crop assured. High prices certain on account of crop failure elsewhere. We therefore reserve right to increase price of land or withdraw former offers after fifteen days without notice. Wire amount reservation collect."

In confirmation of that wire I enclose copies of four telegrams which just passed between our Chicago office and our western manager. For fifteen days only we will allow the present offer to remain in effect, after which date we will take such action as we believe justifiable. Prices are bound to rise after that date and it is possible that after July 11th the land will be held back temporarily.

We are holding twenty acres awaiting your orders, previous to that date; the price quoted you to hold good until then.

Very truly yours,

GOLDEN WEST LAND COMPANY

By *Thomas White*

Reports of storms are often greatly exaggerated and it frequently happens that a number of persons on the point of investing in land are "scared away." A firm of orchard land dealers turns these incidents into capital by the use of a telegram and letter that reach the prospective buyer quickly following the storm report. The element of news gives excuse for the telegram and confirming letter, which urge immediate orders because of price changes that are likely to follow

advantages in his appliance, by the large list of satisfied customers, by the number of unsolicited testimonials and the absolute guarantee, a better plan for removing his doubts has been adopted. The letter says in part:

"We are going to make you a final offer--so liberal you can hardly pass it by. You need not send us any money--you may try the machine absolutely at our risk. Give us the word and we will send the machine, charges prepaid, for you to use for fifteen days. We could not afford to do this, except that the many patrons now using it, convinces us you will be pleased and want to keep it."

A strong testimonial enclosed with this letter adds to the force of the appeal to those prospects who needed only a little stronger inducement to pull them over the dead-center of indecision.

Dear Sir:

There remain only 2,000 shares of stock that we are now offering at \$90 a share. In accordance with a recent decision of the board of directors no more stock will be issued at this price--in fact it is extremely doubtful whether any more stock will be sold at any price.

As you know our buildings are practically completed and the equipment is nearly all installed. The development work is progressing satisfactorily and the property is now earning good returns on the capital stock. As a matter of fact the stock is worth par or better right now and the stockholders would gladly buy all that is left at \$90 but you know the directors have always favored distributing the stock just as widely as possible and they have instructed me to offer it first to those who have been interested in the project but who have not yet bought. It is a case of first come first served, but I'm going to take the responsibility of holding 100 shares in reserve until you have time to reply to this letter. I wouldn't dare take this chance but I know there will be no trouble in disposing of it if you don't want it.

Won't you be so kind as to let me know at once whether or not you want it?

Very truly yours,

Wallace E. L.

Secretary.

Notice that the price of a commodity will be raised, or notice that the amount is limited and no more can be obtained furnish the most familiar and the most effective last resort scheme to bring into line those who are almost persuaded but need some final decision-maker to get them into action

To impress the prospect with the fact that there will be no better offer coming and that if he ever intends purchasing, the time is ripe for his order, a pen-and-ink postscript is sometimes better than incorporating the idea in the letter. One manufacturer writes an entire letter in pen and ink as a last resort.

He assumes a personal relationship between himself and the buyer, as the result of previous correspondence. It is this assumption of intimacy that warrants the personal message and at the same time the individuality of treatment becomes to the prospect an incentive to action.

The personal guarantee of the president or other officer, or the promise to give an order personal attention if re-

Dear Madam:

Your suit will be cut individually for you--made to your measure. It will be any of the new "Wellmade" styles you may choose. It will be lined in any way you like--the coat made at any length you prefer and made of any material you select from forty new suitings.

It occurs to us that the reason you have been hesitating may be that you fear the suit will not be perfectly satisfactory, so we are going to make you the best offer it is possible to give any buyer--we are going to offer to make your suit entirely at our risk. If you are not delighted with it in every way, you are under no obligation and can send it back at our expense--your money to be refunded.

In addition we are going to give you a linen, hand embroidered shirt waist, in case your order reaches us within the next ten days. This is especially attractive and made up in the styles shown in the enclosed booklet. We make this special offer to you for two reasons: we know that one order will make you a steady customer; then we want to keep our cutters and tailors busy during the off-season--we want to keep our men all employed and have the organization ready for the rush that will start in about a month. So we are making this special offer but you can see for yourself that we must limit it and we cannot send the extra shirt waist on orders received after the 18th.

Complete directions for ordering are given in the booklet, and you may find in the ten samples of choice suitings enclosed, the one you believe most suitable to your needs. We will gladly send other samples, however, in case none of these are satisfactory.

Very truly yours,



A ladies' suit manufacturer emphasizes in his last resort letter an absolute guarantee. A limited premium offer for prompt action is an additional inducement that made this letter one of the best pullers in the follow-up, although used on those who had "passed up" all other appeals

ceived within a specified time, are last resort schemes that have been used time and again by mail-order specialty houses.

Still another variety of "last chance" letters that have been more than usually effective, is the circular that contains a summary of all propositions offered. This serves two purposes: It gives the prospect a selection to choose from; it also serves to bring to him previous offers which may appear more attractive than at the time they were made.

A scheme that pulled big returns for a manufacturer introducing a new line of cream separators was a post card written in longhand by the sales manager:

"I would have telegraphed you today but did not know just how to reach you. We have decided to exhibit our separators at your county fair which opens September 8th and we must have the name of our local representatives on the printed matter that we will distribute at that time. If you want to act as representative for Worth Township write or wire acceptance and sample machine will be sent you at special agency terms. Advise me quick. Must know at once."

The scheme was successful because it was a real incentive to prompt action. The prospect had the double inducement to order at once: getting his own separator at a low price and the possibility of making a profit out of sales to others.

Letters, telegrams, post cards, circulars and all kinds of literature are brought to bear on the prospect in the last effort to get his business. But they all carry one idea—that nothing in the way of better prices, quality, terms or other inducements will be offered later. Often, to force immediate action, the proposition is limited to a certain date. But in handling a last resort scheme the correspondent must not forget to leave an opening through which to "come back" at a later date with an entirely new proposition. But as an accepted principle that is always applicable the last resort letter is built about this idea: there will be no better chance because the seller has reached his limit in liberality. Bear the fact in mind, however, that no matter how alluring your proposition, the prospect may have some valid reason for not accepting it now—but may want to consider it later, so the way must be left open to resume negotiations. The prospect must be left in such a frame of mind that he will not expect a repetition of the special offer that was temporarily made for some well-understood reason.

Schemes For *Awakening* The DEAD Prospect

PART XIV SCHEMES THAT HAVE MADE LETTERS PULL CHAPTER 21

EVERY FIRM *has a questionable asset in its inactive files—lists of prospects who have written for catalogues but never ordered, and lists of customers who have not bought anything for a long time. Here are names that represent a cash investment—every name a POTENTIAL CUSTOMER, and the problem of the sales manager is to awaken these dead prospects, find the cause of dissatisfaction, remove it and re-establish good will. Here are given letters written by some of the most successful mail-order men in the United States—letters that won back customers and led directly to thousands of dollars worth of business—here are schemes that injected life into dormant prospects and cemented the loyalty of luke-warm customers*

THE sales manager of a mail-order specialty house got into some trouble with the principal stockholder of the concern and was discharged. The officers, recognizing his ability, arranged with him to take a list of dead prospects and work them on a commission basis of twenty per cent.

In this file were names of those who had written in for catalogues and other information but who had never bought—names of prospects whom the regular follow-up had failed to sell, and former customers who had made no purchases for two years or more.

First the names were sorted and classified as far as possible—some had written in giving their reasons for not buying

178 THE PERSONAL APPEAL THAT STRIKES HOME

Dear Sir:

The other day I got to thinking that I would like to know just how many customers had been dealing with us steadily for five years or over. So I took a couple of girls and started to check through our customer files.

Whenever they found a card of a former customer who had not ordered anything for a year or more, it was handed over to me. There were not many of these--but I don't want to have any of that kind. Your name appeared among this number.

I wish you'd tell me honestly what the reason is. I know it can't be because of dissatisfaction because we guarantee satisfaction and if anything slipped through the inspector's hands that was not all right I am sure you would have told us so we could have replaced it or refunded the money. IT DOESN'T MAKE ANY DIFFERENCE, YOU KNOW, WHAT THE TROUBLE IS, WE MAKE IT RIGHT.

So I can't imagine why you have stopped buying. Won't you tell me now? It is surely something that has never come up before or we would have provided against it--something we don't know about, yet it is liable to occur again, I suppose, unless you write us so we can be on our guard.

I shall be expecting to hear from you about this and have instructed the girl who opens the mail to bring your letter right into my office just as soon as it gets here.

Very truly yours,

M. B. Anderson,

President.

Here is a letter that brought back over fifty per cent of the lost customers of a mail-order house. In the majority of cases the patrons were a little disappointed in some purchase—not enough dissatisfied to “register a kick” but enough to try another house and there was no object in changing back as long as the new house gave satisfaction. The personal appeal of this letter, however, won back more than half the former customers

and the experienced mail-order salesman could read between the lines of other letters the probable reason that held back the prospect. So he prepared a personal letter, playing up to one group new and improved features in the firm's product. To others who were apparently unable to pay a fancy price he played up a second grade, equal in wearing qualities but plain in finish and sold on easy terms. In all the letters he inserted a guarantee and enclosed a cash coupon good for half his commission if applied on their first order within fifteen days.

Although the house had been holding these names as worthless, thirty-eight per cent made some reply and twenty-two per cent placed orders—the discharged employee made more during the year on his commissions than he would have drawn as a salary. This led to the creation of a new department to work out the dead file, get in touch with once-interested prospects and win former customers back into the list of buyers.

The sales manager of one of the large mail-order houses of Chicago had his attention called one day to the large stack of files of former customers—thousands of them. Those names haunted him for a week and one morning he wrote a letter—it was very personal—sent to a large try-out list. Here is the letter:

Dear Sir:

Looking over our records a few days ago, I noticed that you haven't been so good a customer of ours in the past twelve months as you used to be, and the more I looked at that record the more I wondered what we had done that caused you to practically stop trading with us.

Finally I decided to drop you a line and ask you whether you are willing to tell me, personally, frankly, just what the trouble has been, and whether there is anything we haven't done that we should have done, and whether there is anything we can do NOW to get you back on our list of regular customers; if we can we surely want to do it.

Of course, accidents will happen at times, and if one has happened in this case, I hope you will tell me about it. I think I can fix it up the very day I get your letter.

Won't you write me personally on the back of this letter and tell me just how you feel about trading with us? Please use the enclosed (stamped) envelope, as I want your reply to come to my desk unopened.

Why not send in an order with your reply? I'll see that it is filled JUST RIGHT.

Very truly yours,

CHAMPION SUPPLY CO.,

Per *Wallace E. Lee*

County Manager.

P. S.--The best catalog we have ever issued is just now coming off the press and I am sending you a copy of it today. I hope you will look through it carefully.

Out of the first mailing to 1,500 former customers, 1,035 were awakened and the orders that came in amounted to more than \$5,000 as a direct result of this one letter—ten times the expenditure for postage and cash adjustments on complaints. Then there was the greater asset of former customers reinstated and good will established.

In both these instances the secret of the awakening of a dead prospect was not some new inducement or some special offer but a strong personal letter, a letter of warm blood and human interest.

There are, doubtless, hundreds of concerns in the country, each having thousands of names in the dead files that might be transferred back to the active customer list with the right kind of a letter. It takes a big cash outlay to get the names of prospects and the expense of making the first sale is frequently more than the profit on that sale. These latent prospects and these former customers are too valuable to be buried in the dead file; they can be brought to life—most of them—by letters that go straight out to them with a man-to-man appeal.

So many correspondents make the mistake of concluding that because an inquirer does not respond to the routine follow-up he cannot be sold and immediately his name is transferred to the graveyard. But there are a thousand reasons why a man may be interested and yet not be in a position to buy just at that particular time. The wise correspondent will look upon him as a prospect until he is sold or definitely known to be out of the market. Even though it may be decided that it is useless to waste more advertising on him for the present, the prospect should be left in such a frame of mind towards the house that he can be easily interested when he is ready to buy.

Some houses endeavor to classify the names in the dead file, grouping those who do not buy because of price or terms. The surest way of awakening these prospects is by some special offer, some "bargain counter" attraction. Recently a mail-order house selling through agents adopted a new policy of giving territorial cash prizes in addition to commissions on sales to agents. All agents who had dropped out were included in the list to which the announcement of this policy was made. There was an immediate renewal of interest. Agents started

Dear Sir:

Of all the experience I have had in the sixteen years I have been in the manufacturing business, this is the most perplexing--

To have my mechanical experts plan out and perfect an adding machine that will produce quick, accurate results; that is strong, durable and compact; that will do the same work as one of the high priced machines--that I can sell for \$20 as against other \$200 machines of no greater practical merit--

And then to find that only one out of ten bankers will even look at the machine.

So I'm writing this letter personally. For I know the machine. And I know many bankers. I know that at a directors' meeting there is little of more interest than how to simplify and reduce the cost of clerical work. Nothing so interests the president--nothing so interests the cashier. And absolutely nothing so interests the stock holders--the customer and prospective customer--as decreased cost combined with absolute accuracy.

The fault must then have been with our literature--so I'm sending you none but I have written and numbered a card. If you will sign and mail it, I will send on an Adams Adding Machine at my expense for you to try for ten days, absolutely free.

This is a blunt business proposition. For the sales department has mailed letters and literature to you without avail. And it is up to me to make you such an unusual proposition that it will first attract your attention and be so utterly fair that you can hardly refuse it. That proposition is on the card enclosed. Why not mail it today?

Very truly yours,

L. W. Hamilton

President.

Here is a letter that brought big returns for it took the recipient into the reader's confidence, brought him into sympathy with the seller's problems and then presented an inducement in the form of a new proposition--a selling plan that featured the ten days' free trial

back to work who could not have been induced to return without this special offer of prizes.

The same principle is sometimes applied to luke-warm prospects who have been temporarily dropped. The special offer in some form will often rekindle their interest.

"If any considerable number of people answer your advertisement and write for further information and then do not buy,"

182 MAN-TO-MAN LETTER THAT REVIVED CUSTOMERS

My dear Mr. Weston:

Our records show that you have bought goods from us, so you know something of our prices and values; but I feel that with profit to yourself we could furnish you with a larger share of the things you need, if you would allow us to do so.

I want to lay special stress on the difference between our cash prices and the prices which the Southern consumer pays the local dealer, and especially when he buys on time.

Personally you may never buy on time, but having lived in the South most of my life, I am well acquainted with the general conditions. I was once a clerk in a big store in the cotton belt of North Carolina, and I never ceased to wonder how a farmer could afford to come to that store and pay 12 cents a pound for Southern sile seed which cost us only 5 or 6 cents a pound; and like prices for other items.

On asking my employer one day why he charged so much for his seed he replied, "Cause we sell it on time, and some never pay; if any of 'em pay cash, take off 2 cents a pound." I realize today, better than I did then, just what those people were paying us for time. The credit of most of them was good, and yet if they bought 300 pounds of seed at 12 cents, payable October 1, the bill would be \$36, whereas, if they paid cash when they bought it, say in June, their bill would be \$30, therefore we charged those farmers \$6 interest for four months' use of \$30, which is at the rate of 54% a year. Why, in many states if a man loaned out money at that rate he would be arrested!

Of course, a part of this went to offset poor accounts; and the worst of this was that the man who made the bad debt didn't suffer for it. The man whose credit was good was the fellow who had to come around October 1, and (at the rate of 2 cents a pound) pay his share of the bad debts.

The lesson from this is that the man who can't pay, and the man who won't pay—these are the sinners from the credit system, while the man whose credit is good will be the loser. That man should learn to obtain and pay cash for his supplies. He can do it just as soon as he clearly realizes that he MUST do it.

It is such a costly business, this credit system, that when you dig down into it a little, you conclude that the **RIGHT** man is the only fellow who can afford it, and of course he don't need it; but here on earth goes the poor man, working hard to dig a living out of 100 acres of land—land usually rented from a grasping landlord—land from which he can hardly coax half a bale of cotton for the season, and often forced to sell that at less than cost—how can that man afford to pay \$6 bonus for a \$30 lot of seed that cost the merchant only \$18. He hasn't any money to give away. Would he not better borrow money, even at 10% interest, and then pay **CASH**, than to pay 50% or 60% for credit? And remember; even if he had paid cash for his seed at the local store, the bill would have been \$30, or about 100% profit. You never pay such profits as that when you buy of Central Supply House.

Now, this may not interest you personally, but it does apply to a lot of your neighbors, and I am writing it to you because I want you to realize the advantage of buying from Central Supply House and for the **VERY CLOSEST** of cash prices.

We are selling nearly 50 million dollars worth of goods a year, and our prices are awfully low. There is nothing surprising about this, because we either manufacture the goods, or we buy directly from the factories; and as we "turn over" our stock several times each year (which means fresh goods to the customer), we can well be satisfied with the smallest margin of profit.

Between us and the factory there is no wholesaler, no jobber, no manufacturer's agent, no warehouse man—no **ANYBODY**. Between us and the **CUSTOMER** there is no costly display of "wads, no show windows and show cases, no sales clerks or traveling salesmen, no idle time, no lost motion. This leaves Central Supply House as the only station between the Southern farmer and factory prices. See the Point?

I am enclosing a pamphlet which will give you **SOME GOOD REASONS WHY!** It is called "Straight Talk," and that's just what it is—straight and fair and honest. Read it carefully; but don't get the idea that we are attacking either the merchant or the editor; no many slanders have been made against our business that we simply want to answer some of them, so that our customers will know the facts; that's all.

If you haven't a copy of our Big 1800-page Catalogue, it will certainly pay you to get one. We send it free to anyone on application. If you would like a copy, fill out and return the enclosed card (no postage stamp required), and we will gladly send it to you, by return mail, postpaid.

We would like your further orders. Use the enclosed envelope and I will personally see that your goods are shipped promptly and accurately.

I would be glad to have you answer this letter and express yourself freely on the question; and if you have a neighbor who would be interested in the matter, pass the letter and pamphlet along to him, together with the extra postal card enclosed. If there is anything in it, let him get the benefit of it; if there isn't, no harm will be done.

Very truly yours,

F. V. Benton, County Manager.

ML487

Orders amounting to thousands of dollars resulted from this letter

says an experienced mail-order man, "you may set it down that the trouble is with your selling plan and not with the prospects. The only way you can hope to reach them is by adopting a new plan—go after them with new arguments, different kinds of offers, approach them from different angles. Sending them the same old dope later on will seldom sell them."

This may be accepted as a fundamental principle that should be kept in mind: if men are interested and you sell only a limited number the fault is probably due to a wrong selling plan—in other words, to awaken these dead prospects you must change your campaign and try to interest them with something entirely new and different.

The customer who has drifted away from a house for no particular reason may frequently be won back by a warm, personal letter telling him that the house has missed his business, and would like to have him once more numbered with its customers. The reminder that a former customer's credit is still good, coupled with some announcement, price list, or new catalogue, will frequently bring back lost trade.

But the prospect of a mail-order house who has never been a customer is a harder proposition. The correspondent of a house manufacturing corsets selected a list of dead prospects—prominent merchants it had never been able to reach—and wrote to each, expressing the regret that the firm no longer made the AAA corset as it had been entirely replaced by the BBB line which he was sure would prove much more satisfactory. A sample was sent so the improved features could be seen. Nearly all the merchants replied that they were at a loss to understand the letter, as they had not asked about AAA corsets and could not find anyone in their store who had, and so forth. Their letters gave the correspondent the cue for following them up and the ruse brought the sample corset forcibly to their attention. The result was the opening of quite a number of very desirable accounts. Such a scheme might not be approved by some houses—it is given here as a plan that was tried out and proved highly satisfactory by one firm.

A novelty house, taking advantage of a new "craze," sent a special delivery letter to prospects whom it had never sold, calling attention to the new fad and offering to send by express an assorted lot of goods upon receipt of a telegram, a blank for which

184 LAND SHOW TICKETS STIMULATED PROSPECTS

Dear Sir:

Some time ago you were interested in Washington and Oregon Orchard lands. I remembered this and am sending you a couple of tickets to the Land Show at the Armory this week where an exhibit of fruit will be shown. You have given this matter such serious thought that I'm sure you'll want to take advantage of this opportunity.

Yesterday 4,625 persons paid admission to see these exhibits. There is an ever growing interest in the land they represent. It is inevitable that these shows and the awakened interest in farm life will take thousands of families from the cities out to these western lands where the opportunities are increasing so rapidly. There was a rush for desirable fruit lands after last year's show--and the result was an advance in the price of the land.

I understand that even now our directors are contemplating advancing the price of the fruit property we are offering, because of the increased demand for it. While you are at the show, look over the prize non-irrigated fruit grown on our properties--the Columbia River Farms. This comes from the land owned by officers of our company. We are offering adjoining properties of the same character. There is still a chance for you to secure some of this before the price advances.

While you are at the Columbia River Farms booth, get one of the new booklets on "Apples and Independence". It gives some new figures and interesting facts on the relative advantages of the various sections of the fruit belt.

Very truly yours.

Harry L. Peck

The fact should always be kept in sight that the prospect, although he has not given any indication of continued interest, may be deeply interested long after his original inquiry. Business reasons may prevent his taking hold of a proposition at the time but he may be laying his plans for the future--and those plans may include your product. In buying land, for instance, it is usually a matter of education and even after a man makes up his mind to invest, it may take him a long time to decide among different sections. The above letter, accompanying tickets to a Land Show, awakened many dormant prospects and lead to a large number of sales

was enclosed. Stress was laid upon the advantage the merchant would have in being the first in his community to show the new line and several hundred accounts were opened.

The foreign post mark and the unusual nature of the message is a wrinkle that awakens new interest.

While the average concern hesitates to use radically novel schemes to stir up the interest of dead prospects, they have proved immensely effective at times. A house selling machinery by mail to manufacturers employed drastic measures to get a spark of life from those who had been dropped after an exhaustive follow-up campaign.

A mourning envelope and paper with conventional black borders was used. The letter was brief:

"Having written so often I felt sure YOU were dead. I therefore wished to express my condolence to other members of the firm but not knowing the name of any particular person associated there, I address this letter to YOU.

Of course, if I have made a mistake, YOU will set me right."

These were mailed under two-cent stamps and sealed. The immediate returns showed that they were all read. The results were varied, some firms vigorously resenting the fling. Many "warm" letters were received from them, but the house was given a chance to know they were still in business—potential customers. An opportunity was offered to smooth over the jar. Others saw the point, some ordering and some replying on mourning paper. The letter created wide comment and forced the company's line onto the attention of many possible buyers and the results were highly satisfactory. Few concerns would sanction such a scheme, but in this case it was so cleverly followed up that good results were obtained, not only in immediate orders but in regular customers.

It often requires a jolt to awaken dead prospects, especially dealers who are buying elsewhere. But if any large number of people are sufficiently interested to write for catalogues, samples, prices and so forth and then do not buy, the trouble is undoubtedly basic—goes further back than the wording of the letters, and points to the fundamental selling plans which must be changed. The former customer can best be awakened by a heart-to-heart letter showing concern over the loss of his trade, trying to ascertain the cause of dissatisfaction, if any, and to adjust it so that future cordial relations may be resumed.

PART XV

Consisting of four chapters on the subject of "HANDLING THE LONG DISTANCE CUSTOMER."

SELL satisfaction.

Success in the selling game doesn't simply mean goods sold. It means customers satisfied.

It means treating a man after you sell him as well as you do before. It means bills paid outside of court and complaints handled on square deal principles.

Irritating letters and aggravating threats never got a good will settlement nor won back a disappointed customer.

But courtesy, tact, frankness, fairness, disarm antagonism, melt opposition, bring back business. Sell satisfaction.

And your goods will sell themselves.

How To Make CAPITAL Out Of Complaints

PART XV HANDLING THE LONG DISTANCE CUSTOMER CHAPTER 22

WHEN A BUSINESS is at its height, there is nothing that perplexes the head more than an increasing number of complaints. These mistakes are almost inevitable in a growing organization; the problem is to handle them in such a way that they will not impair the firm's prestige—rather, to TURN THEM into a CONSTRUCTIVE FORCE. This chapter shows how complaints have been turned to orders and gives letters that have sounded harmony and pulled business on top of hard-to-handle complaints—letters that have resulted in increased loyalty and tightened the hold on the distant customer

A WESTERN mail-order house recently established a new promotion department, the purpose of which was to revive the business of former customers. An examination of the files showed large numbers of names which had not been checked with order notations for two or three years—over a hundred thousand altogether. An estimate of the cost of the literature mailed to these addresses without apparent return, showed an enormous waste of ammunition. Added to the actual expense of mailings, was the still greater item of the loss of trade.

The manager determined to discover, if possible, the reason for the severed relations and a letter was sent out, frankly asking why the former customer had stopped buying. The letter is printed in full on page 179.

The letter was first sent to a try-out list of 1,500 names and the response was immediate—sixty-seven per cent; 229 letters contained complaints and forty-six were entitled to cash adjustments which cost \$271.00. But orders amounting to \$5,100 came in as a direct result of this one mailing. The cost of the mailing and the adjustments, \$483.00, was offset by new business amounting to more than \$5,000 and, in addition, the house regained the good will of several thousand old customers, and made certain at least a share of their future business.

One adjustment, for instance, amounting to \$2.21 demanded by a woman in Nebraska brought a \$70.00 order by return mail; a Louisiana customer claimed that he had been swindled on a \$16.00 purchase. The money was refunded and led to orders from the complainant and from several of his friends—the amount was well up in the three figures. Every settlement not only brought in later orders but also made a warm friend and several thousand “boosters” performed an advertisement service that could not be measured in money.

These instances show what the “letter-adjuster” of complaints can accomplish, when applied in the right way. The proper handling of a complaint turns it into an advertisement. In the hands of a diplomatic correspondent it becomes a basis upon which to build business. It not only offers the house an opportunity to get in closer touch with the customer, and show a genuine interest in him, but it brings to light weaknesses which should be remedied for the sake of future business.

No matter whether a customer's grievance is real or imaginary the house cannot afford to neglect him or ignore his complaint. His future trade and the influence he may have on other customers or prospects call for a prompt and satisfactory settlement of the trouble. The successful mail-order houses are all agreed on this one point: adjust the complaint at once, even though it may be unreasonable, and capitalize that complaint so it will pay dividends in future orders.

By tactfully wording the adjustment letter to give an impression of fairness and good intentions, an appeal is made to one side of the customer that can be reached in no other way. Fairness inspires fairness in return and the customer is quick to respond to the interest manifested by the house.

The complaint may be settled so liberally that the customer feels under obligations to reciprocate. Human nature is such

that buyers not only appreciate generosity in complaint adjustments but, usually, they like to show that appreciation.

Recently a stationer sent to a paper house for twenty boxes of fancy stationery to be delivered to a firm of engravers. Some little time after the goods were received by the stationer and delivered, it was discovered that there were but 250 instead of 500. The paper house insisted that 500 had been delivered to the engraver and held a receipt. It was for "One Package" and did not show the number of boxes it contained but it was enough to shift the mistake onto the engravers. After thorough investigation, the engraver wrote the distant customer:

Dear Sir:

We have gone over our records carefully but do not find any evidence of mistake or carelessness on our part. Your order was to engrave the announcements received from the Central Paper Company and we did so. The records show that only 250 went through the department. As the paper is very different from what we ordinarily use, it is inconceivable that part of the stock was mixed with another order.

As far as we can see, the mistake was not ours, but we can readily see how it looks to you as if we had "slipped up" on the order. Rather than to let you have such an impression we are having another 250 put through and will rush them to you by prepaid express tomorrow.

We sincerely hope this will be satisfactory to you, and assuring you of our regret for this unfortunate delay, we are

Very truly yours,

THE SMITH & WESTON ENGRAVING CO.

The spirit of fairness shown by the engravers in adjusting this complaint put the buyer under an obligation to favor that house. He not only wanted to swing it enough business to repay it for any loss on the disputed order, but he was convinced that under all circumstances he would be "taken care of" and, while the adjustment was expensive for the engravers, it led to \$400.00 worth of business during the next two years.

The cost of handling a complaint should not be considered merely in relation to the order to which it referred; it should be

set over against the extension of good will and the insurance of future business.

A reputation for fair adjustment of complaints is a strong magnet to attract future orders. A liberal guarantee is always a good selling point. One successful mail-order house, after excluding the "chronic kickers," does everything possible within the bounds of reason to satisfy its customers, and the actual cost in money and time is charged to a private account which is labeled "Advertising." A reputation gained through such a policy proves the best advertising obtainable. Such a reputation is an intangible yet invaluable asset.

Another example of what a clever adjustment of a complaint may do in the way of bringing back old customers with new business is that of a manufacturer of gas lamps. Frequently a new customer complains that a lamp is not giving satisfaction. From the explanation of the trouble, the manufacturer frequently knows that the trouble is in the adjustment of the burner.

He immediately writes a tactfully phrased letter, offering first of all to take back the lamp and refund the money paid by the customer. Further down in the letter he suggests that the complainant try a different adjustment before going to all the bother of taking out the light. He carefully outlines the method of gas regulation by which the best results can be obtained.

In nearly every case the customer makes the adjustment suggested and finds the lamps are entirely satisfactory. Very often an order follows for enough lights to equip a customer's home or place of business. The willingness to refund the money inspires confidence in the lamp and leads to a desire to make a new trial under different conditions. Usually, additional orders result—but here is the big point: the unrestricted offer to refund the purchase price puts the customer in the right frame of mind.

Many mail-order houses do not expect to make a profit on initial orders because of the cost of getting new customers, so an established trade is essential to success. These houses look upon the adjustment of a complaint as an investment, for it affords an opportunity to inspire good will, and assure steady trade.

One successful southern mail-order house not only adjusts complaints promptly, but it actually seeks a complaint and follows up its adjustment until a reply is received giving assurance that the customer is entirely satisfied. To a list of about

25,000 dormant customers, a letter was written stating that the business was about to be reorganized and departments enlarged. It mentioned plans for improving the service and requested the customer to submit his own ideas along this line. The suggestion was made that if there was anything unsatisfactory in the past, the house should be told, in order to prevent a recurrence of the same trouble. A stamped envelope and a carefully priced, seasonable circular were enclosed.

The result: enough cash orders came in to pay for the mailing and, what was much more important, the concern was reinstated in the good graces of several thousand customers.

Another concern, manufacturing cash registers, keeps its customers friendly by requesting immediate notification of any operation troubles. This letter was mailed to buyers in one territory:

Dear Sir:

Is your cash register working satisfactorily? Does it carry out the system that you planned when you bought it?

Does it accomplish everything you want it to do, or can you suggest some improvement?

The year is about over, and before it closes I want to be sure every user is thoroughly satisfied.

I would like to call on each one personally, but as there are over 14,000 in my territory it would require too much time to get around.

If you are not getting just the results you want, we shall be glad to help you with any suggestions we can make by letter, and have a representative call if you wish.

You may chance to know three or four merchants who ought to have cash registers, or who might be interested in them. I should appreciate the favor very much if you would kindly send me their names. This information will, of course, be treated in confidence.

A stamped postal is enclosed for your convenience in sending in these names.

Very truly yours,

W. O. Williams

District Manager.

And this letter, together with a stamped return post card, while costing \$420 just for postage, became an actual producer of "dollars and cents" returns by the cooperation inspired through the frank offer of assistance and willingness to guarantee satisfaction along with the sale of goods, and as a by-product the company received the names of several hundred prospects.

Another manufacturer, selling a mechanical specialty by mail, sends out periodic letters to customers asking for complaints, on which to build capital. This is one of the letters:

Dear Sir:

This is just to remind you that our interest in the Duplicator purchased by you will continue as long as you have the machine--that if you are not getting satisfactory results from it, we wish to help you do so. Unsatisfactory service is annoying to you and injurious to the reputation of the Duplicator. It is unprofitable alike to both of us.

Therefore, if you are having ANY TROUBLE, inform us JUST WHAT IT IS. Read the enclosed "trouble form" carefully and answer the questions fully. Strike off a copy letter from the Duplicator after following instructions and send it along with your letter. We make no charge for any assistance given to customers.

Very truly yours,

THE ACME MANUFACTURING CO.

Enclosed with this letter is a list of questions relating to difficulties that might occur when the machine is operated by an inexperienced person. The service offered to buyers keeps them interested and by periodically soliciting complaints and criticisms, this house keeps customers "boosting" its product. One specialty house follows customers up at intervals, in this same way, for ten years after they have purchased goods.

But sometimes even requests for "kicks" fail to bring the reply from the disgruntled customers, so the house has no opportunity to show its willingness to make satisfactory adjustment of their troubles and bring them back into the list of buyers. For this class of inactive customers some scheme is necessary to get them to respond.

One house tried a unique plan to get the customer to state his case. A letter was first sent which stated:

"We are sorry you find our goods unsatisfactory. We would not have you dissatisfied with goods or service for many times the amount of the order. So won't you return the goods and let us refund your money?"

When the customer, in surprise, wrote that no complaint had been made, no goods ordered or received, the house immediately followed up the reply with this letter:

Dear Sir.

We have investigated your record with our house and find, as you say, that our previous letter was sent to you by mistake. But I don't know as it was a mistake after all, for you have not sent us an order for quite a while, and we are wondering if our goods or service have been in any way unsatisfactory. Won't you tell us frankly?

If anything has not been satisfactory, we want the privilege of making it right. We want to be sure you are satisfied and to renew our previous pleasant relations. So if anything has been wrong, tell us of it and let us adjust the matter. If not, won't you look over the splendid offerings in our spring catalogue, which is just off the press and a copy of which we are mailing you?

Most cordially,

WESTERN RUBBER COMPANY.

By *W. O. Williams*

While this is merely a scheme and might not be approved by some firms, it brought unusually good returns to this house and resulted in renewed relations with a large number of dissatisfied customers whom it had been impossible to reach in any other way.

Soliciting a complaint, when it may be turned into capital, may become more profitable than the soliciting of an order. The receipt of a complaint, instead of being a necessary evil, offers an opportunity for the house to extend its service—to show a real concern for the customer's welfare—an interest beyond the sale. And this, coming from the distant house to a customer, unsolicited, establishes the confidence and good will that builds up sales—and pays a large interest on the money expended in adjustments.

The *House Policy* in Handling ROUTINE Complaints

PART XV HANDLING THE LONG DISTANCE CUSTOMER CHAPTER 25

NO BUSINESS *can operate without complaints and the shrewd manager aims to handle them promptly, satisfactorily and economically. The majority of complaints fall into definite groups and most mail-order houses have FIXED POLICIES for handling them. Regardless of the system adopted, the DISTANT CUSTOMER MUST BE APPEASED, and it is the art of the letter writer to accomplish this quickly and at small expense to the house. Some concerns make an immediate adjustment and then start an investigation to discover the source of the trouble; others, handling special products, investigate before making an adjustment. This chapter shows how these two attitudes are worked out and the advantages that each affords*

THERE is a certain class of houses that lose all interest in a sale as soon as a customer's money is received. But the policy adopted by every successful concern is that no transaction is completed until the man who spends his money is satisfied. For a dissatisfied customer is a serious menace; he makes it a point to drive business away—he is the danger signal standing between the house and future sales.

Usually it is a far better investment to satisfy one old customer's claim than to spend the same amount of money locating new prospects. And it is a better advertisement, for the assurance that a house stands back of its goods is a powerful magnet in pulling orders. The adjustment of a grievance invariably leads to more orders; it puts "boosters" into the field.

When the average customer makes a complaint, it is of vital importance to him; if he holds a grievance, it is a serious matter. He may be to blame; you may have been negligent, or a third party may be responsible, but no matter where the fault lies the customer wants immediate consideration.

While some complaints are certain to come from unreasonable persons, the percentage is so small with the average business, that it can hardly be considered in adopting a uniform house-policy for handling dissatisfied customers. Experience shows that the buyer is an exception who cannot be reached by the right kind of a letter.

The tactless letter which says, "Your claim is altogether unreasonable and could not be conceded," will only aggravate wounded feelings. Bluntness, indifference and intolerance are like so many slaps in the face.

But on the other hand, if the angry customer gets a reply of this kind, "We are very glad to take this matter up and assure you that any mistake will be adjusted promptly and satisfactorily," it immediately takes the edge off his temper. A spirit of fairness and a "we'll do our part" makes adjustment easy.

It is necessary to the satisfactory settlement of a complaint, to reassure the claimant immediately. Promptness in replying is the first essential. If a customer is compelled to wait for a reply, his grievance grows rapidly. And the longer the delay the more difficult becomes the adjustment.

One house turns the complaint-letter over at once to a special department. Letters are answered on a regular time-schedule, and the complaint is acknowledged promptly, even though actual adjustment may require considerable time.

Obviously the same methods of handling complaints are not applicable to all businesses; there is one fundamental principle: keep the complainant in good humor and satisfy him as far as consistent with circumstances and house-policy.

The manner of settlement depends upon whether the cause for the complaint is readily traceable or whether it needs careful investigation. The most familiar claims come under a "routine complaint" classification, for which there should be a settled policy of settlement. A certain number of these complaints are apparently inevitable and can be handled by a routine policy. They may be grouped in six divisions: delayed shipments, goods damaged in transit,

goods not as ordered, goods unsatisfactory, shortage, and shipment lost.

If the remedy for any of these difficulties may be applied quickly, form-letters are usually most economical and most convenient. But if the complaint demands any particular treatment, personally dictated letters handled only by correspondents trained for this work are essential. The use of a form-letter in such cases would merely increase the irritation and the reply of a tactless letter-writer would only make things worse.

In the handling of any complaint, whether just or unreasonable, the aim is to settle it with the least expense. So in all letters that deal with complaints the underlying principle is to appease the customer quickly and at a small cost, and at the same time strengthen the bond of interest.

A definite policy is usually followed in handling all routine complaints. For delayed shipment complaints one house finds a form-letter of this kind most effective:

"We are sincerely sorry that there has been delay in your shipment and we want to thank you for notifying us so promptly. At the same time please accept our assurance of an immediate investigation. We will trace the shipment at once. Won't you tell us if you are at any immediate inconvenience as the result of the delay?"

When the cause of the delay has been traced no time is lost in notifying the customer. In case the fault is that of the house, the customer is told so frankly. The letter asks if he can use the goods and a promise of better service is made. If the customer refuses to accept this proposition, some inducement is frequently offered, but if he still refuses, his money is immediately returned.

Even though the difficulty arises from no fault of the house, a willingness should be shown to assist the customer in every possible way in getting satisfaction for his inconvenience or loss.

It is a common experience that a short, snappy letter, even though it shows a warm interest in the affairs of the customer, is never as effective as a lengthy personal letter taking up every detail of the case. Here is one place where brevity

should be avoided. This is especially true with country and small-town customers. One letter of this kind opens:

"A careful investigation shows us that your order of the 19th, which you say has not been received, was filled and turned over to the Blank Express Co., the 25th--the same day it was received. The enclosed receipt will show you how carefully we, as shippers, make consignments."

Then the letter continues with a detailed explanation of why delays are often inevitable with the transportation companies. This house offers, in the letter, to stand back of the customer to insure that he loses nothing. It agrees, upon the return of a notation from the local express agent stating that the goods have not arrived, either to duplicate the goods or refund the money. This is adjustment beyond the point where the house is responsible, but it has proved a wise policy since it gives a confidence in the house that insures additional sales.

When goods are damaged in transit, as the result of carelessness or neglect of the transportation company, or as the result of imperfect packing at the house, the letter acknowledging the complaint usually paves a way for a quick settlement, at minimum cost. Many concerns ask the customer to secure the local freight agent's notation of the amount of damage and the condition of the goods on their arrival. This is made on the bill of lading and the bill is returned to the house, thus avoiding any question that might arise over the amount involved.

With some articles, the damage may be repaired by the customer, after an estimate of the probable cost has been accepted, and the expense borne either directly or indirectly by the house. In any case, it has been found most satisfactory to pay such claim at once, looking to the transportation company to make reimbursement later if it is responsible for the damage. With mail-order houses where re-orders are an important factor in the business, a cheerfully given refund or an entirely new shipment, when the damaged goods are useless, is practically the only thing to do.

Sometimes a fair valuation may be placed upon the damaged goods and the customer may be asked to pay only for value received. Transportation company reports are often long delayed and settlements slow, so it is usually best to make immediate

adjustments to show the customer that the house wants to help him—the house can better afford to wait for the settlement with the carrier.

In handling the complaint on goods that are not as ordered, too often an attempt is made to convince the customer by argument that he should accept them. This is now considered poor business policy by the better class of mail-order managers. While such complaints often arise through some fault of the customer in ordering—which the investigation readily proves—experience shows that the most profitable method of settlement, in the long run, is to exchange the goods at the expense of the house. A letter of this kind is usually most effective:

Dear Sir:

"We are very sorry that you find the goods are not as you expected. We have looked up the order and find that you inadvertently gave the wrong number, as you may readily see by the enclosed duplicate. While we do not feel that we are in any way at fault, we want to thank you for giving us the opportunity of making an explanation and of helping you out. If the goods are of no use to you we will gladly exchange them, for we would not have you dissatisfied for many times the small cost of shipment charges."

Very truly yours,

Richard Lusk

And many times the customer will keep the goods, rather than ask so considerate a house to bear an unjust expense; or he will at least offer to pay the transportation cost.

But if the house is at fault through some mistake in the shipping department, it is usually advisable to tell the customer frankly. Point out to him that, even with the most careful attention, mistakes are sometimes inevitable; that the house sincerely regrets any inconvenience that may have been incurred through their mistake; that if the customer cannot use the goods they will be exchanged without expense to him, and that in the future every effort will be made to guard against similar trouble. Such a letter is certain to give the customer a high opinion of the house and to make him a warmer friend than before.

Sometimes a discount offered on the goods sent will induce the customer to use them, even though they are not exactly as ordered, and this is often a more profitable method of settlement because of the expense of having the goods returned. And a small reduction in price will often settle a claim that bears all the ear-marks of an ugly situation.

The claim that the goods are unsatisfactory is the most difficult to handle. It requires tact of the highest sort. So the acknowledgment letter skilfully aims to ward off antagonism and then discover exactly where the customer finds a fault. Often it is merely a matter of opinion, and a little tactful explanation in the second letter will end the matter. Perhaps the customer fails to understand the nature and operation of the article or its proper application. Then a letter educating him to its qualities will restore him to a satisfied mood.

Dear Sir:

We appreciate your fairness, Mr. Jones, in advising us of your difficulty in making Pacific Lead cover your surface well. With painters who are accustomed to mixing ordinary leads we can readily see how easy it is to go wrong when first mixing Pacific.

Pacific Lead is ground so much finer than other leads and it has a so much better body that it offers more resistance to the mixing paddle and makes the painter think he has not used enough oil, and consequently, he continues to pour in the oil until he has added so much that it impairs the body of his paint.

If you will use precisely the same amount of oil by measure with Pacific Lead as you would with ordinary brands when first mixing Pacific, you will find that our product will cover far better than the other leads. Gradually you can add more oil to your subsequent mixings of Pacific when you have become accustomed to the feel of the paddle in Pacific Lead. You will then have a paint that will not only cover fully one-quarter more surface than the brand you have been using, but one that will spread easier under the brush, give you a decidedly whiter job and prove more durable.

If there are any other points in this connection that we can advise you on, don't hesitate to call on us.

Very truly yours,

PACIFIC LEAD COMPANY.

With fair-minded reasoning the correspondent attempts to bring the customer around to the house-attitude in the matter. If the goods are obviously at fault in some particular, an immediate reimbursement of money paid and expenses incurred is offered and every effort made to show that the house aims to be fair in all its dealings. If the fault is merely an imaginary one, the customer is treated as though he were as fair-minded as the house, and convinced by frank reasoning that the trouble is not at all serious. But the customer is never left while he feels that he has been treated unjustly. If he refuses absolutely to be satisfied, he is asked to return the goods.

This method of handling the dissatisfied customer, with the average general mail-order house, is profitable because of the advertising such a policy is certain to create. But it may not be adapted to the concern selling expensive specialties.

In handling and adjusting the shortage claim it is vitally important not to irritate customers through letters that carry an impression of suspicion. The validity of the complaint, for policy's sake, must be conceded. While the house usually finds an investigation necessary to avoid a recurrence of similar claims, this should be made in a way that will not give offense. Allowing such claims is almost always advisable. Repetitions from the same customer, while usually adjusted, are thoroughly investigated by most concerns. For a dishonest customer is seldom a profitable one; he should be eliminated from the customer-file or kept under a special "Black List."

It is the policy of one house to forward a duplicate of lost shipments as soon as the letter gives notification that the goods have failed to show up, provided that the claimant secures the signed notation of the local express or freight agent that goods invoiced have not been received. There is little chance of heavy losses to the company by this policy, for, in case the goods cannot be located later, the transportation company is of course responsible and the additional transportation charges, in case the shipment is found later on, is compensated for by the good will created on the part of the customer.

With routine complaints an immediate adjustment and, if necessary, a later investigation, has been generally accepted as the most profitable policy, if the amount involved is not too large. But when an adjustment means the expenditure of a considerable sum it is necessary for the house to know all the

details of the trouble before making or refusing a settlement. A careful investigation usually indicates the most effective policy to adopt.

As in the settlement of the small routine complaint, the making of a big adjustment is strongly influenced by the attitude of the house in its letters. The buyer of the goods always wants an assurance that his claim will receive immediate consideration. So the first purpose of the letter in handling detailed investigations and making big adjustments, is to show the willingness of the house to be fair and just; to pave the way for such steps as are necessary in the investigation and to keep the customer in good humor until some definite action can be taken.

The actual investigation and adjustment of complaints on big sales should be handled by a house-representative or by an uninterested third party. One house that has established an enviable reputation for fairness and equality in adjustment matters, immediately upon the receipt of the complaint, mails a letter acknowledging the receipt of the claim, assuring the claimant of just consideration and immediate investigation, and promising an early report. This first letter plays for time and aims to put the customer in the right mental attitude.

Then a representative is sent out to make a personal investigation, if the customer is not too far away. Otherwise, the services of a local attorney are secured and the investigation made through him.

If this investigation shows a fault in the article sold—some imperfection for which the house is to blame—an immediate adjustment is granted on the basis of the amount of damage in goods or the inconvenience incurred by the customer, as shown in the report of the person making the investigation.

In case a transportation company is at fault, the customer is notified to this effect, and every assistance possible is given him in securing satisfaction for his inconvenience or loss.

But where the customer is at fault, or where the claim is obviously unjust, the policy adopted depends largely upon whether the house, for the sake of future business, can afford to settle it, or stand pat on its rights in the case.

Where the refusal of a settlement may mean a big loss in future business, it is often deemed advisable to make an allowance, to meet the customer half-way, or to cut a certain percentage from the bill and "charge it to advertising." But the letter

granting this allowance should be so worded as to ward off any impression that a "kick" is always followed by a shading of the bill. The position of the house is clearly and frankly presented by some such letter as this:

"While we cannot feel in any way responsible, we want to do all in our power to help you. We aim to maintain the most pleasant relations with all our customers, and believe our previous more than satisfactory relations warrant an exception to our usual rule in this particular case. So we have decided to bear a part of the cost and allow you ten per cent on your bill."

In refusing a settlement, the customer is handled in a way to give him an impression that the house cannot consistently meet his demands. This letter must be based entirely upon the interests of the customer, and be made so reasonable that he will be convinced of its fairness.

By calling his attention to the position of the house, and then showing him the difference between its established policy and his position; by showing him the damage the granting of his demands might do the business; and lastly, by thanking him for the opportunity of making an explanation, the "rough edges" are smoothed over and he usually remains a loyal customer.

A very small percentage of big adjustments can be handled by letter. Many concerns, selling delicate or very expensive specialties, maintain traveling adjusters who settle claims in the most profitable manner for the house. But in all cases, the house backs up the adjuster with letters, the purpose of which is to make their settlements more satisfactory.

Since there are very few business concerns today that are without competition, this fact must at all times strongly influence the method of handling a complaint: no one but the man at the postoffice can be indifferent to future trade. The man who sells merchandise of any kind must seek at all times to satisfy; he must appreciate the fact that considerate and sympathetic treatment of customers is the only sure way to build business on a sound foundation; and he must remember that the satisfactory settlement of a real complaint is just as important to the house that wants to grow, as the filling of an order.

How To SYSTEMATIZE The Complaint Department

PART XV HANDLING THE LONG DISTANCE CUSTOMER CHAPTER 24

A CERTAIN NUMBER of complaints are inevitable in any business, but the mail-order house with the many opportunities for mistakes in ordering, filling orders, packing and transporting goods to distant customers, necessarily has more complaints to handle than the retailer who usually shows an article or goods to a customer before the sale is made. THE BIG PROBLEM is to ADJUST ALL COMPLAINTS PROMPTLY and at the SMALLEST COST. To do this, system is necessary—system in handling the clerical routine, in tracing or replacing the goods or refunding the purchase price and locating the cause of the error. How this may be done is the subject of this chapter

NOT long ago a rapidly growing mail-order concern shipped an expensive range to a Montana buyer. It was refused because of a broken part. A duplicate range was sent, and refused for the same reason. A settlement was finally made by making a liberal discount on the bill. The sale cost the house \$38.43.

But it happened to come to the notice of the general manager and indicated a serious lack of system in some departments of the house. He made an investigation that brought to light over fifty returned stoves—damaged and useless until repaired—that instead of being checked out for repairs when refused and returned, had gone back into the regular stock and sooner or later would be sent out again. No record of returned goods

or of the complaints that accompanied them, had been kept. The house had outgrown the system that had been used years before for keeping such information, and a new one had never been installed—a situation that every mail-order house is likely to meet at some stage of its development.

An inadequate complaint correspondence department, together with insufficient checking by complaint clerks and tracers, had left records so indefinite or in such confusion that they were useless.

A reorganization of the complaint department was necessary to guard against repetitions of such costly mistakes. It was decided to establish a definite route through which complaints must go before being turned over to the filing clerk and marked "adjusted." The management aimed to promote efficiency along four definite lines:

1. By prompt and efficient handling of correspondence and assuring the proper attitude in letters to complaining customers.
2. By making the investigations as easy as possible, arranging for cooperation between tracers and correspondents.
3. By preventing confusion and inaccuracy in keeping records; leaving them comprehensive and convenient for future reference.
4. By locating any weakness in goods or service so that a remedy could be applied at once.

First of all, the name "Complaint Department," was dropped, because of the psychological effect on customers. "Adjusting Bureau" was adopted instead and all printed matter and rubber stamps were changed to conform to the new idea. Capable correspondents were put under the direction of an expert complaint man, who was held responsible for the work and reports of clerks and tracers.

Next came the perfection of some system for rapid handling of incoming claim correspondence. A "complaint basket" was added to the mailing table, into which the sorters put letters that should go to the complaint department. To each of these letters is attached a "correspondence schedule" slip, showing what departments it must pass through before filing. The date and hour when a letter should clear each department is indicated on this slip. To insure a close adherence to the time-schedule, each department handling the letter is required to

stamp on it the hour of clearance. For example, if a customer demands the exchange of goods, the adjustment calls for three distinct operations: the receipt of the complaint is first acknowledged; the goods previously sent are traced to discover the source of the trouble, and the duplicated goods are packed and shipped. The correspondence department forwards the answered letter to the tracer, who makes a notation of the result of his investigation and after attaching it to the letter forwards it to the order department. From the order department, the letter and memorandum is returned to the correspondence department for filing and the attached schedule slip shows

WEDNESDAY SCHEDULE SLIP Must Clear 788 Nov. 22, 11:30 Must Clear 155 Nov. 23 7:30 Dep't. handling Must clear by Nov. 25, 10:00	140	HOLD-OVER
	145	DELAY
	153	EXCHANGE
	154	REFUND
		159 X
	160	INDEFINITE
	162	DAMAGE
	165	SHORTAGE
	170	SPECIAL
	178	SECOND COMPLAINT

This schedule slip, used by a mail-order house, indicates the departments through which the complaint must pass and the time it must clear each. In this way the complaint is routed and timed from the moment it reaches the complaint basket

the time of clearance from each department through which it has passed.

The letter acknowledging the receipt of a complaint is usually dictated by the head of the adjusting bureau or some other experienced correspondent, as a diplomatic reply is often a most important factor in the restoration of the customer's good will.

Then the fixing of the responsibility for any error in the previous transaction is taken up by the bureau's tracers. They are required to investigate every trouble fully and, if necessary, follow every step on the entire route taken by the shipment. In cases of an overcharge, or when, for any reason, the customer is entitled to credit, a check is made out by the head of the department and mailed to the customer. A notation to that

effect is made on a report slip attached to the letter, and a duplicate is sent to the accounting or auditing department.

If the complaint concerns a package that has been missent, the tracer goes to the shipping or packing department, locates the missing package or takes it up with the transportation company and investigates the cause of the error. The missing goods may have been missent, lost or stolen in transit, in which case it is the tracer's place to see that they are properly delivered or duplicate goods sent, or a refund made. To systematize these investigations, a "claim tracer ticket" with all special instructions attached is given each tracer. This is filled out after the investigation is made and attached to the original letter. A duplicate is left with the department at fault, as a guard against similar errors. This is the form of tracer ticket used by one large firm:

TRACER _____	
CLAIM NO. _____	DATE _____
CLAIM TRACER	
CONTENTS OF PACKAGE _____	CASH C. O. D.
CONSIGNEE TO _____	
ADDRESS _____	
EXPRESS CO. _____	
R. R. _____	
CLAIM _____	
REPORT _____	

A form of claim tracer ticket furnished each person making investigations by one successful house to systematize this work. The tracer is attached to the original letter and filed for future reference

The report of the tracer is valuable for reference, and is turned in with the original letter, and a notation of the settlement made and copies of all correspondence sent. Then all information regarding it is transferred to an "adjustment card" for convenience in later reference. These cards are filed alphabetically. Original reports are filed in an adjustment correspondence file and the adjustment card in a separate

card file. Thus all data connected with the adjusting of the complaint is convenient of access and a periodic examination of the adjustment cards shows accurately how efficiently the work is being carried on, and also indicates weaknesses in any particular department.

To provide a record of returned goods, the receiving clerk makes out a "Returned Goods" slip, in triplicate form, on which is entered the name of the complainant and a description of the returned goods. One copy goes to the file with the original records, the second goes to the filing clerk, who makes

RETURNED GOODS				
RECEIVED _____ 19u _____			RECEIVING CLERK'S NUMBER _____	
FROM _____			COMPLAINT NO. _____	
GOODS OF DEPARTMENT _____			CHARGES _____	
NUMBER	SIZE	ARTICLES	NATURE OF CLAIM	RESULT OF INVESTIGATION
SEND THIS MEMORANDUM TO COMPLAINT CLERK _____			RECEIVING CLERK _____	

To provide a careful record of returned goods, a slip of this kind is sometimes made out in triplicate form; one copy going to the original record file, another to the adjustment file and the third remaining with the receiving department

a notation of its contents on the adjustment card and the third is held by the receiving department. When the goods are received they are tagged with a red tag bearing the series number of the "Returned Goods" slip. All letters coming in relative to the returned goods are also noted on the adjustment card and then filed with the original information and records. In case one of these letters requires a later answer, it is temporarily placed in a "tickler file," and when the reply or report has been sent on the time indicated by the tickler, the correspondence and copies of the reply are filed with the other records.

This system has been described because it is comparatively simple in its operation and can readily be adapted to meet the

requirements of almost any business. The significant thing to remember is that system is as necessary in the complaint department as in handling of orders. It is the only safeguard against heavy complaint losses.

It may be advisable with some concerns to use even more detailed records of adjustments. One large mail-order house watches claims by departments. A department record sheet is made out for monthly reports on the number of claims. This

[illegible]

The upper sheet is the regular customer's adjustment card containing the complete record of the claim and its settlement. The middle card is a record of defective goods sent to the factory inspector, a duplicate of which is placed with the original order and correspondence. The lower card is the departmental monthly report sheet showing the full record of complaints by departments.

sheet has the names of the various departments ranged along the top of the sheet and spaces at the side for the names of complaining customers. In the spaces opposite the customer's name and in the column of the department which handles the goods, are placed the number of complaints for the month. Each space is sufficiently large to hold several numbers.

By footing the departmental sheet at the end of each month, the number of complaints lodged against each department is readily determined and the number of complaints each customer has made is also shown. This sheet therefore becomes an accurate check both on department and on customers.

Another monthly report card is sometimes kept, which shows the pieces of each class of goods returned. This is kept in two columns under each heading. The left-hand column contains the number of returned pieces of goods suitable to be returned to the stock; the other shows the pieces received in bad condition. Then, in order to relieve the receiving clerk of carrying too many slips of goods returned, a weekly report is made up, showing what disposition he has made of them.

A monthly report, giving a summary of all complaints, showing where the responsibility rests, and indicating the settlement made, is turned over to the manager for his inspection. This gives him the information necessary for shaping new policies or tightening up the organization whenever inefficiency may be apparent.

These systems have proved practical in the most exacting mail-order businesses and are applicable, at least in part, to the average house.

The fundamental principle on which the adjusting department should be systematized is to insure quick, intelligent and effective handling of each separate complaint. There is needless expense and loss of patronage resulting from complaints that do not go through expeditiously. Systematizing not only aids in eliminating complaints, by showing the source of the trouble so the remedy may be applied, but by careful records of past difficulties the house is at all times protected against false claims, and the knowledge that negligence is certain to be detected keeps up the efficiency of all who have anything to do with filling orders.

How To ELIMINATE Complaints

PART XV HANDLING THE LONG DISTANCE CUSTOMER CHAPTER 22

ALL CONCERNS doing business by mail have a common problem: keeping the number of complaints down to the minimum. This chapter shows how inspection in the factory and in the shipping department keeps down errors; how stock reports prevent delays from shortage and, by PLACING RESPONSIBILITY, guard against carelessness. It shows how customers may be educated to the use and operation of new products and how complaints may be forestalled—methods and systems in successful operation in some of the largest houses in the country

ONE big obstacle in handling distant customers is the high cost of complaint settlements. With the average house, an immediate adjustment of claims is not only advisable, but by many considered absolutely essential. Refusing to settle a claim, even though the house is not at fault, creates an undercurrent of dissatisfaction that sooner or later is reflected in a loss of business. So the real problem is not how to handle complaints, but how to eliminate them.

Cutting out the kicks, by adopting methods and systems that will remove the causes, is a vital part of business management. There are four distinct systems to prevent errors and delays that may be installed in the average organization:

1. An inspection system which guarantees the quality of products; and prevents complaints regarding goods.

2. A products-distributing system which assures a sufficient quantity of goods or of stock on hand and in shape for immediate shipment from the warehouse. This is to prevent complaints from delay in filling orders.

3. An order and shipping system which assures accuracy in filling orders, and cuts down the number of complaints on the wrong goods sent.

4. Some method of encouraging cooperation, which keeps the working force interested in the business. This tends to lessen the errors due to carelessness and ignorance.

Inspection in both factory and warehouse is absolutely essential to a standard quality. No factory is so perfectly organized that mistakes will not occur—no selling organization should overlook the necessity for some method of detecting imperfections before they reach the consumer. The business having both a factory and a mail-sales organization, finds this double inspection system is the only safe method of eliminating complaints on quality. These systems are distinct, one representing the producing end and the other the sales department.

In some houses the majority of complaints come from imperfect goods, and the more rigidly the standard is maintained, the fewer "kicks" will be registered. Take the factory or manufacturing end as the first source of trouble through imperfect quality. Here inspection cannot be too rigid. In testing and inspecting manufactured products, such as machines or apparatus, most reputable concerns allow plenty of time for a complete examination of the goods. No pressure of orders will justify slighting this inspection of raw materials, and during the process of manufacture all operations are under the supervision of foremen responsible for maintaining a fixed standard.

Another test is usually made after the assembling of parts, and the machine or apparatus is put in actual operation to bring out any imperfection, if there is any. In order to locate responsibility, if imperfections should be discovered later, it is advisable to have the inspector put his initials on the article. A checking ticket sometimes accompanies an article to the warehouse. This has the name or initials of the chief inspector. Full reports of daily tests are sometimes required for the warehouse and the factory manager. With such a system it is practically impossible for carelessness to survive, for it permits the immediate placing of responsibility.

Close inspection is also necessary with all manufactured articles, such as shoes, clothes, manufactured food-stuffs, and so on. Where packing is done at the factory, this must also be inspected properly. And the same precaution should be taken to make later investigation easy. Thus, the first step in guaranteeing a standard quality of the product is the insuring of proper factory precautions. The second inspection, when an order is filled, is equally important. It is necessary for inspectors to have a thorough knowledge of the goods which go through their hands. This examination is a further guard against visible defects which originate in the factory.

One of the largest mail-order houses in the country has established a department the sole purpose of which is to trace back complaints to the cause in order to discover the remedy and apply it. This department has none of the duties of the regular department; it takes up the investigation just where the regular house investigation stops because of limited time and pursues the trouble to its source. For example, if several complaints of broken parts on a stove indicate that there is a fault in the manufacture of that part, the factory is notified of an imperfection, and instructed to take steps to prevent future trouble. But the investigating department goes beyond this point. It goes to the factory, finds where the wrong materials or methods are used, and sees that the quality is brought up to standard.

But even with inspection systems that bring the output to the highest possible standard, a house may still be burdened with complaints, because of the delay in filling orders. To eliminate such complaints, some plan is necessary to keep the right quantity of stock ready for shipment. Since the average department buyer or manager is apt to underestimate the demand at times or perhaps to overstock, this factor in distribution must provide for a system by which the quantity of goods on hand can be watched. The manager of sales has comparative records, showing the amount of business done in previous months and years, and many concerns make up an estimate from this information to guard against a shortage in any line. In this report, a minimum quantity as well as a maximum quantity is usually fixed, and to prevent stock dropping below this minimum, reports are made periodically to the proper authorities. And under this system, any indication of a heavier or lighter demand will be immediately provided for.

Below is shown a stock report used by one mail-order house. This shows at the end of the week the stock on hand in each department and enables the buyer to keep "ahead of the game," thus eliminating the complaints that might otherwise come from delays in shipment, or the substitution of other products.

The lack of system in handling orders, in packing and in shipping is probably the most frequent cause of complaints in the majority of mail-order houses. A simple multiple-carbon system will go far to prevent errors by clerks, for in this way one man can keep tab on a multitude of orders; then when shipments are going slow he can immediately sink in the spurs. Errors in shipments and invoices are brought to light and responsibility readily traced—which is the surest way of guarding against a recurrence of the trouble.

Some effectual system of checking is necessary to guard against errors in packing and shipping. In one house the orders are made out in duplicate by the shipping clerk, and checked and routed by the forwarder. The forwarder holds a check on the shipping clerk. For instance, if the order is for a mechanical device, it usually has a printed list of items and parts. The order is assembled by the shipping clerk, and all these parts are carefully checked off. Then the forwarder goes over the parts once more, and rechecks them from the printed list. He affixes his signature and becomes directly responsible for the correct-

STOCK REPORT					
DEPT.					
STOCK NUMBER	ARTICLES	12/17	12/24	1/1/1	1/1/2
35W-89	Kansas & Co. in Set	123.66	123.66	123.66	123.66
" 200	" "	16 "	16 "	16 "	16 "
" 210	" "	34 "	34 "	34 "	34 "
" 185	Frederick & Co. in Set	20 "	20 "	25 "	25 "
" 205	" "	40 "	40 "	60 "	48 "
" 105	" "	35 "	35 "	35 "	35 "
" 210	" "	50 "	42 "	33 "	26 "
" 170	Longhorn & Co. in Set	44 "	22 "	65 "	51 "

The department managers of one mail-order house make up weekly reports of stock on hand for the benefit of the house buyer, in order that he may guard against running short on any particular article

ness of the order. The goods must then pass through the hands of the packers, where similar rules are followed.

A general mail-order house, to insure rapid handling of goods, stamps the time of receipt on the incoming order, then stamps the hour when it should go through each department—packing, checking and shipping. Space is provided on the duplicate order blank for the time schedule and a “back-order ticket” from the shipping room makes it possible to keep tab on the order and see that the goods are started on time.

Most large concerns have a routing department which determines the route for shipping and decides whether it is best to send by express or freight whenever customers fail to give instructions on such points.

Every house is occasionally caught short on some line, and when this happens the only thing is to send part of the order with an explanation that the other articles will follow later.

To eliminate shortage complaints, caused by carelessness in packing, when the articles are so small that there is a danger of their being left on the packing table or dropped, a system of double checking is often used. To avoid complaints from the customer after the goods are received, he is asked to check over the invoice at the freight station or when unpacked, and if there is a shortage or damaged goods, to get a signed statement to that effect from the agent of the company.

It is possible to ward off later complaints by enclosing a letter of this kind with the invoice:

“Check over this invoice carefully. See that everything is correct. Be sure that the goods are not damaged and that no article is missing. In case we have not heard to the contrary within the next six days, we will assume that the invoice is correct.”

This strengthens the position of the house by affording an opportunity to correct mistakes before complaint can be made.

The leading mail-order houses make it a special point to create good will, and they aim to inspire such confidence that the customer will expect to be pleased—an attitude causing little imperfections in good service to be overlooked.

One large concern goes to great lengths to create this attitude, looking upon it as one of the factors in its success. Every piece

of literature it sends out is carefully written to inspire confidence, interest and a spirit of cooperation. Catalogues, order blanks and other printed matter impress upon the customer the chance of freight delays, and educate him to associate delays with the railroad company, at the same time encouraging him to order in advance of the time when he may need the goods to guard against disappointment because of some unavoidable delay.

It is even possible to strengthen the position of the house by writing the customer when an order should be shipped and suggesting any particular attention that should be given his shipment. This flatters the buyer and shows him that the house is anxious to give all possible attention to his order.

Many concerns have found it "good business" to go direct to the working force and engender the proper feeling of co-operation among the men, to secure greater efficiency in the house service and in this way ward off many errors. Executive officers hold frequent meetings, either including all the department heads or taking in the entire working staff of some department, to discuss conditions in service. Sometimes a meeting of the entire working force is held. Employees are encouraged to tell of any difficulties which they believe should be remedied. These meetings also consider the complaints received and ways of eliminating them.

A house that has been especially successful in eliminating complaints, makes an immediate adjustment, and then starts an investigation to find the cause. This may involve a dozen ramifications, but the policy of this house is never to hesitate over the expense of any such investigation, for while the original claim may have been only a dollar, and it may take ten dollars to find the reason *why*, the money is well spent.

The evident willingness to back up a product has a psychological effect upon customers. As long as the customer is sure that the house will meet him more than half way when he is dissatisfied, he is less liable to complain.

Complaints may sometimes be anticipated and warded off. If some article has brought in several complaints, or enough to show that it has not been up to standard, it is safe to assume that other complaints will come from the same source. One house anticipates such complaints by educating the customer and thereby avoiding dissatisfaction that would inevitably lead

to a complaint. For instance, a mail-order manufacturer of paints guards against complaints by a letter of this kind:

"One or two of our customers have advised us that our Double X grade of NEVER-READY paints does not spread readily. In each instance this was not the fault of the paint but of the persons applying it, for they attempted to mix other ingredients with it. So we want to warn you now, before you have any trouble along this line, to use the paint just as directed. And be very careful to stir it thoroughly before applying it."

Another house prevented anticipated complaints where a mistake had been made on a cream separator, sold by mail, by rushing a letter of this kind through to customers:

"We are sincerely sorry that, through a mistake in assembling the stock, an imperfect skimming device was sent out on a small lot of these separators. Your separator was one of this lot. To save you any possible trouble with this skimmer, we are sending you a duplicate to take the place of the imperfect one. Please use it whether you have had any difficulty or not, and we will appreciate it greatly if you will ship the imperfect one back to us at once."

In this way a possible complaint was guarded against, although the method proved a costly one for the house.

But any plan for eliminating complaints is costly. Checking and inspection systems are a big expense, but the outlay is of small consideration to a reputable house in comparison to good will and future business. To adjust an individual complaint may mean surrendering not only the profit on a sale but several times the amount of the order. The ambitious mail-order man does not balk at the cost, for satisfaction is the key-stone of his business; without it the whole structure tumbles upon him. Adjust the complaint in hand and see that it does not occur again if it can possibly be avoided—this is the only policy on which a mail-order business can be conducted successfully.

INDEX

Volumes I to III

Key.—This complete index for all three volumes of the Business Correspondence Library is arranged according to subjects alphabetically and cross indexed under the various subjects into which they fall. Roman numerals in parenthesis indicate volumes. Arabic numerals indicate pages of volumes.

Address cards, How to handle (See also Lists)—(Part) . . .	(I)	197
Adjustments (See also Complaints)—(Chapter) . . .	(III)	187
Answers (See also Replies and Inquiries) . . .	(II)	37
Appeal, How to get (Part) . . .	(II)	85
“ Arguments that make, (Charts) . . .	(II) 90, 103, 115, 174	
“ Kinds of . . .	(II) 87, 103, 122, 174	
“ Man-to-man, How to get . . .	(I) 82, 106	
“ Personal, Schemes for getting . . .	(II) 82	
“ “ Dealer, Attitude to assume in (Chapter) . . .	(II) 173	
“ “ “ More customers offer that makes . . .	(II) 175	
“ “ “ Practical assistance offer . . .	(II) 179	
“ “ “ Private brand offer that makes . . .	(II) 180	
“ “ “ Profits offer that makes . . .	(II) 174	
“ “ “ Quick service promise . . .	(II) 181	
“ “ Farmer's, Arguments to use in (Chapter) . . .	(II) 116, 117	
“ “ “ Clearness necessary to . . .	(II) 123	
“ “ “ How to use price in . . .	(II) 114	
“ “ “ How to use free trial offer in . . .	(II) 115	
“ “ “ How to use guarantee offer in . . .	(II) 115	
“ “ “ How to use premium offer in . . .	(II) 119	
“ “ “ Something for nothing offer in . . .	(II) 121	
“ “ Man's, Making ambition the talking point in—(Chapter) . . .	(II) 102	
“ “ “ Necessity for logic in . . .	(II) 110	
“ “ “ Universal approach through offer of more money in . . .	(II) 101	
“ “ Women's, Little catches in —(Chapter) . . .	(II) 93, 94	
“ “ “ How to arouse curiosity in . . .	(II) 90	
“ “ “ How to employ flattery in . . .	(II) 98	
“ “ “ How to use salesmanship in . . .	(II) 96	
Appearance, How to plan the letter—(Part) . . .	(I) 107	
“ Form letter, Individualizing the—(Chapter) . . .	(I) 93	
“ “ “ Attention getting schemes for . . .	(I) 105	
“ “ “ Disguising, Schemes for . . .	(I) 97	
“ “ “ Enclosures that improve . . .	(I) 104	
“ “ “ Errors in, How to avoid . . .	(I) 102	
“ “ “ Fill-ins that improve . . .	(I) 93	

Appearance, Form letter versus circular	(I)	101
“ Letter-head, Distinction in—(Chapter)	(I)	107
“ “ “ Appeal to classes by	(I)	122
“ “ “ Conventional	(I)	108
“ “ “ Eccentric	(I)	109
“ Mechanical, How to make up	(I)	93, 102, 113
“ Policy and quality in, Uniformity of—(Chapter) (I)		119, 123
“ Policy and quality in, Rules for getting	(I)	121
“ Stationery, Impression created by—(Chapter) (I)		108
“ “ “ Grades and quality for	(I)	110
“ Typographical, How to improve—(Chapter) (I)		103, 118
“ “ “ Envelope, Printing	(I)	114
“ “ “ Mechanical processes for (I)		115, 116, 117
“ Uniformity of —(Chapter)	(I)	126
“ “ “ Rules for	(I)	128
“ “ “ Stenographer aids that get	(I)	131
Attention, Attracting, Schemes for—(Chapter)	(III)	140
“ “ “ Catch lines and stickers for	(III)	143
“ “ “ Colors effective in	(III)	141, 142
“ “ “ Coupling up scheme and message	(III)	144
Business letter, Definition of	(I)	74
“ “ “ Advantages and functions of (Chart) (I)		9, 10, 11, 12, 14
“ “ “ Analysis of, How to make	(I)	7
“ “ “ closing, How to make effective (Chapter) (I)		53
“ “ “ “ clinchers, How to use	(I)	55, 57
“ “ “ “ enclosures, Avoiding too many	(II)	47
“ “ “ “ Importance of	(II)	46, 47
“ “ “ “ Signatures for, Personality in	(II)	44, 45
“ “ “ “ Questions in, Ways for using	(II)	28
“ “ “ envelopes, Styles of	(I)	107
“ “ “ form, Principles of	(I)	74
“ “ “ headings, Distinctive	(I)	107
“ “ “ “ Requisites of, General	(I)	75, 81
Business letter, Limitations of	(I)	16
“ “ “ Machine made, (See also Appearance)	(I)	93
“ “ “ originality, How to get—(Chapter)	(I)	82
“ “ “ “ Man-to-man attitude that gives	(I)	83
“ “ “ “ News element in	(I)	90, 91, 92
“ “ “ “ Personal note in	(I)	86, 87
“ “ “ “ Straight talks in	(I)	88, 89
“ “ “ “ You element in	(I)	88, 89
“ “ “ Policy and quality of the—(Chapter)	(I)	119
“ “ “ Preparation of—(Chapter)	(I)	7
“ “ “ “ Material to use in	(I)	17, 19, 23
“ “ “ propositions, How to present—(Chapter) (I)		42
“ “ “ “ Arguments for, (See Arguments)	(I)	49, 11, 176
“ “ “ “ Arrangement of	(I)	51
“ “ “ “ Descriptions of, Clearness in	(I)	44
“ “ “ “ Explanation of	(I)	43, 47
“ “ “ “ Price in, How to bring in	(I)	52
“ “ “ “ Summary of, Advantages	(I)	46
“ “ “ starting, Principles for—(Chapter)	(I)	31

Business letter starting, Declarative sentence in . . .	(II)	25
“ “ “ Direct command in . . .	(II)	26
“ “ “ Mental shock in, How to give . . .	(I)	35, 36
“ “ “ Offer of help in, How to use . . .	(II)	27, 28
“ “ “ Straight question in . . .	(II)	25
“ “ stationery, How to prepare . . .	(III)	111
“ “ style, How to acquire good—(Chapter) . . .	(I)	63
“ “ “ Hang-together in, How to insure . . .	(I)	69, 72
“ “ “ Requisites of, General . . .	(I)	67, 68
Campaigns, Methods for using letters in (See also Dealers)	(II)	203
Circulars, How to handle . . .	(I)	101
Clinchers, How to use (See also Business Letter) . . .	(I)	55, 57
Closing, How to plan (See also Business Letter) . . .	(I)	53
“ Danger of exaggeration in . . .	(I)	56
“ Dry climax always fatal in . . .	(I)	58
“ Importance of persuasion and inducement in . . .	(I)	53
“ Inducements that get the order in . . .	(I)	57, 59
Coin cards, Schemes for applying (See enclosures) . . .	(II)	82
Collections, How to handle mail—(Part) . . .	(I)	133
Collections, Dunning letters in, Psychology of . . .	(I)	134, 136, 140, 144, 147, 149, 161, 184, 194
“ Instalment, How to handle—(Chapter) . . .	(I)	152
“ “ Collection agency schemes for . . .	(I)	158-9
“ “ Last resort schemes for . . .	(I)	160, 161, 164
“ “ Man-to-man appeal in . . .	(I)	159
“ “ Reselling the customer in . . .	(I)	156-7
“ Last Resort, How to make—(Chapter) . . .	(I)	273
“ “ “ Forcing C. O. D. payments in . . .	(I)	177, 178
“ “ “ Holding purchases in . . .	(I)	177
“ “ “ Intentional error in . . .	(I)	179
“ “ “ Personal collectors in . . .	(I)	180, 181
“ “ “ Quoting customer's promises . . .	(I)	176
“ “ “ Reminder for, Special forms of . . .	(I)	175
“ “ “ Telephone and telegram in, . . .	(I)	174
“ Mercantile, Attitude of credit men in (Chapter) . . .	(I)	133
“ “ Big stick in, When to wield . . .	(I)	139, 143
“ “ Salesmanship in the letters for . . .	(I)	137
“ “ Tact and co-operation in . . .	(I)	140, 141
“ Petty, How to handle—(Chapter) . . .	(I)	165
“ “ Schemes that pulled well in . . .	(I)	168, 170, 181
“ Poor credit, Diplomacy required in—(Chapter) . . .	(I)	182
“ “ “ Forcing a part payment in, Plans for . . .	(I)	187
“ “ “ Getting cash with the order . . .	(I)	189, 190, 191
“ “ “ Investigating the credit risk in, . . .	(I)	194
“ Reducing risks in . . .	(I)	191, 193
“ Retail account, Attitude to adopt in—(Chapter) . . .	(I)	144
“ “ “ Credit rating organizations . . .	(I)	151
“ “ “ Reliable Slow Pay . . .	(I)	148
“ Statements in, How to send . . .	(I)	179
Complaints, How to make capital from—(Chapter) . . .	(III)	197
“ Adjustments of, How to make . . .	(III)	199
“ Adjustments of, Big, Methods of handling . . .	(III)	201
“ Attitude in letters toward . . .	(III)	190

Complaints, Department, How to systematize—(Chapter)	(III)	203
“ “ Records of, How to handle . . .	(III)	208
“ “ Returned goods Checks for . . .	(III)	207
“ “ Tracer records for . . .	(III)	206, 215
Eliminating, Systems for—(Chapter) . . .	(III)	210
“ “ Daily reports that help in . . .	(III)	212
“ “ Form of stock report that aids . . .	(III)	213
“ “ Policy of forestalling kicks . . .	(III)	216
Mail order, Schemes for getting . . .	(III)	190, 191
Routine, How to handle—(Chapter) . . .	(III)	194
“ “ Adjusting, Long personal letters in . . .	(III)	196
“ “ Making cash refund in . . .	(III)	197, 199
“ “ Time schedule for letters in . . .	(III)	195
Concentration, Schemes for fixing—(Chapter) . . .	(III)	145
“ “ Illustrations that fix, Plans for using . . .	(III)	152
“ “ Mechanical schemes to develop interest by . . .	(III)	147
“ “ Pen written letter that gets . . .	(III)	151
“ “ Summaries that force . . .	(III)	149
“ “ Unique enclosures that fix . . .	(III)	146, 148, 153
Correspondence, Business (See also Business Letter)	(I)	7
Coupons, How to utilize (See also Enclosures) . . .	(II)	70
Deals, How to close by letters (See also Sales) . . .	(II)	7
Dealers, Letters in connection with—(Part) . . .	(II)	137
“ “ Appeals to, How to make—(Chapter) . . .	(II)	173
“ “ “ Arguments to use in (See Arguments) . . .	(II)	184
“ “ “ Attention getting schemes in . . .	(II)	176
“ “ Campaigns on, How to conduct—(Part) . . .	(II)	201
“ “ “ Economical use of letters in . . .	(II)	203
“ “ “ Free sample distribution in . . .	(II)	224
“ “ “ How manufacturers use letters in . . .	(II)	210
“ “ “ Inducements that pull orders in . . .	(II)	212
“ “ new territories, How to handle—(Part) . . .	(II)	201
“ “ “ Attitude of buyers in . . .	(II)	204
“ “ “ Creating demand in . . .	(II)	205
“ “ “ Four methods of opening . . .	(II)	204, 210, 216, 223
“ “ “ (Chart) . . .	(II)	204, 210, 216, 223
“ “ Retail, How to get business from—(Chapter) . . .	(II)	185
“ “ “ Methods of approaching . . .	(II)	173
“ “ “ Offers to, Demonstration . . .	(II)	220
“ “ “ “ Free Goods . . .	(II)	187, 212, 214
“ “ “ “ Guaranteed Gds . . .	(II)	187, 213, 226, 227
“ “ “ “ Private brands . . .	(II)	192
“ “ “ “ Prizes . . .	(II)	186
“ “ “ “ Trial . . .	(II)	189, 190, 207
“ “ “ Schemes for forcing orders from . . .	(II)	191, 208, 223, 225
“ “ retail trade, How merchants use letters in—(Part) . . .	(II)	125
“ “ “ Appeals to . . .	(II)	125, 134, 135, 144, 145, 146, 147
“ “ “ Circularizing store buyer in . . .	(II)	151-159
“ “ “ Clerks' personal notes in . . .	(II)	146, 152, 158
“ “ “ Compiling lists for (See lists) . . .	(II)	137, 160, 161
“ “ “ Confidential discount cards in . . .	(II)	146
“ “ “ Co-operating with manufacturers in . . .	(II)	153
“ “ “ Extending, Schemes for—(Chapter) . . .	(II)	154

Dealers retail trade, Holding, Schemes for—(Chapter)	(II)	143
“ “ Mail orders from, How to handle	(II)	157
“ “ “ Offers in, . . . (II)	154, 155, 163, 164,	651
“ “ “ Out-of-town, Reaching—(Chapter)	(II)	162
“ “ “ Prospects' Names for, (See Lists)	(II)	155, 159
“ Small town, How to get business from (Chapter)	(II)	193
“ “ “ Appeals to, Kinds of (Chart)	(II)	195
“ “ “ Arguments to use in letters to	(II)	196, 201
“ “ “ Form letters to, How to prepare	(II)	195
“ “ “ Lists of, How to get (See also Lists)	(II)	194, 195
“ “ “ Offers to, Handling (See Offers)	(II)	198-200
Enclosures, How to handle—(Chapter)	(II)	46
“ Addressed envelope, Necessity for	(II)	47
“ Coupon, How to use	(II)	70
“ Descriptive, How to use	(II)	41, 47
“ Facsimile testimonial, Kinds of	(II)	47-52
“ Guarantee, Forms of	(II)	47, 53
“ Illustrations of	(II)	33, 34
“ Introductory card, How to use	(II)	28
“ Kinds of, Effective—(Chart)	(II)	49
“ Methods for coupling letters with	(II)	46, 80, 82
“ Order blank, How to use	(II)	47
“ Postal regulations for	(II)	64
“ Return card, How to use	(II)	28
“ Sample, How to use	(II)	40, 49
Filing names, (See also Lists)	(I)	197
“ “ Plans for (I) 143, 161, 170, 207, 208. (III)	18, 27, 45,	117
Fill-ins, How to make (See also Appearance)	(I)	96
Follow-up, How to handle—(Part)	(III)	51
“ appearance, How to plan—(Chapter)	(III)	111
“ “ Change of stationery desirable for	(III)	112
“ “ Enclosures and colored cards for	(III)	116
“ “ Envelopes that strengthen, Styles of	(III)	115
“ application in selling—(Chapter)	(III)	51, 52
“ arguments, How to handle the—(Chapter)	(III)	70
“ “ Angles for—(Chapter)	(III)	79
“ “ Dry Climax in, How to guard against	(III)	73
“ “ Examples of wrong and right	(III)	72
“ “ Grouping schemes for	(III)	71
“ “ Methods for finding appealing	(III)	77, 85
“ “ Propositions in, Arrangement of	(III)	74
“ “ Schemes for selling land with	(III)	87
“ campaign, When to use	(III)	66
“ Continuous, How to use the—(Chapter)	(III)	62
“ Continuous, Businesses that use	(III)	64
“ Different kinds of—(Chart)	(III)	61, 65
“ Functions of—(Chart)	(III)	53, 54
“ Getting inquiries by, Plans for	(III)	56
“ Getting orders by the, Schemes for	(III)	57
“ Keeping trade lined up with the	(III)	55
“ Making personal (See also Appearance)	(III)	58
“ mailing lists, How to keep up the—(Chapter)	(III)	117
“ “ Keeping names for	(III)	118

Follow-up mailing lists, Schemes for cleaning up	(III)	119, 121, 122
“ mistakes, How to avoid—(Chapter)	(III)	123
“ mistakes, Schemes for checking	(III)	127, 128, 129, 131
“ offers, How to make—(Chapter)	(III)	89
“ “ Combining several inducements in the	(III)	94
“ “ Danger of promising too much at first in	(III)	102
“ “ Dangers from scaling prices in	(III)	93
“ “ Limiting time of	(III)	91, 92
“ “ Tact in, Necessity for using	(III)	99
“ Specialized, How to use—(Chapter)	(III)	104
“ “ Giving personal treatment in	(III)	106, 110
“ “ Methods of classifying inquiries in	(III)	109
“ “ Splits in, What to do with	(III)	107
“ talking points, (See also Talking Points)	(III)	88
“ Wear-out, Utility of the	(III)	67, 68
Form Letters, How to shape the idea behind	(III)	135
“ “ How to handle—(Chapter)	(I)	93
“ “ Idea behind not always apparent in	(III)	137
“ “ Pulling power in, Schemes that get	(III)	136
“ “ Strategy in, Schemes for using	(III)	139
Guarantee, How to use the (See also Enclosures)	(II)	52, 53
Inducements, (See also Sales and Inquiries)—(Chapter)	(III)	156
“ Combining several	(III)	158
“ Premium, Where to use	(II)	164
“ Price	(II)	16, 17, 66
“ Service, Getting a talking point from	(III)	162
“ Schemes that make	(I)	55, 57, 58
“ Telegram, Hurrying orders by	(II)	17
Inquiries, How to get (See also Replies)—(Chapter)	(II)	20
“ Bringing back, Methods of using letters for	(II)	29
“ Inducements that get, General	(II)	20, 46, 66
“ “ “ Free trial	(II)	76
“ “ “ Introductory price	(II)	73
“ “ “ Last chance	(II)	71
“ “ “ Limited time	(II)	71
“ “ “ Money back	(II)	77
“ Smoothing the way for—(Chart)	(II)	71
“ “ “ Use of order blanks in,	(II)	69
“ Quick action, How to force	(II)	66
Instalments, How to collect (See Collection)—(Chapter)	(I)	152
Interest, Awakening dead prospects—(Chapter)	(II)	85
“ Making personal appeal to rouse dormant	(III)	177
“ Man to man appeal to awaken, Schemes for	(III)	178
“ Mental shock wakes dead	(III)	182
“ New inducement often effective in reviving dead	(III)	185
Letter-heads, Distinctive (See Appearance)—(Chapter)	(I)	181
Letter-heads, Illustrations of	(I)	65, 66, 69, 100
Lists, How to handle—(Part)	(III)	97, 98
“ Checking returns on—(Chapter)	(I)	197
“ Compiling, Names for—(Chapter)	(I)	215
“ “ “ Books of rating	(I)	197
“ “ “ Directory	(I)	199
“ “ “ Rewards that get	(I)	200
		203

Lists, Compiling Names, for, Soliciting . . . (I)	201	(III)	117
" " " " Addressing company		(I)	206
" " " " Schemes of getting (I)	128, 137, 140,		
157, 158, 168, 169, 191, 194 (III)	8, 30, 31, 32,		
" Filing Names in—(Chapter)		(I)	207
" " " Alphabetically		(I)	209
" " " Colored card systems of		(I)	210
" " " Geographically		(I)	208
" " " General systems of (I)	128, 137, 140, 157, 158,		
168, 191, 194, 314 (III)	8, 30, 31, 32, 45		
" Keying Correspondence from—(Chapter)		(I)	215
" " General methods of		(I)	216, 217
" " Private marks for		(I)	218
" Live, How to get		(I)	204
" Recording, Systems for		(I)	211
" Revising, Schemes for		(I)	214
" Selecting, Plans for		(I)	227
" Sources of—(Chart)		(I)	198, 199
" Testing mailings to—(Chapter)		(I)	222
Local Trade, How to drum up (See also Dealers)		(II)	125
Machine letters, How to make individual (See Appearance)		(I)	93
Mailing cards, How to use (See also Post Card)		(II)	67, 68
Manufacturer's Letters (Wholesalers' and Jobbers')—(Part)		(III)	7
" " Co-operating with salesmen by use of—(Chapter)		(III)	7, 8, 38
" " Co-operating with dealers by use of (Chapter)		(III)	23
" " Dealer's prestige in, Making use of		(III)	28
" " Functions of		(III)	8, 27
" " Getting the clerk's interest by		(III)	32
" " Getting the consumer into the dealer's store with		(III)	24, 25, 26
" " Keeping in touch with dealers by use of—(Chapter)		(III)	16
" " Methods of keeping in touch with salesmen by—(Chart)		(III)	35
" " Paving way for salesmen with		(III)	11, 15
" " Re-inforcing salesmen's work by use of—(Chapter)		(III)	21
" " Salesmen's report cards that show results of		(III)	14
Merchants, Letters in the trade of (See also Dealers)		(II)	173
Names, How to handle (See also Lists)—(Part)		(I)	197
Offers, How to make (See also Sales)		(III)	89
Order Blanks, How to use (See also enclosures)		(II)	50, 70, 80
Orders, How to get (See also Sales)—(Chapter)		(II)	7
Originality, How to get (See also Business Letter)		(I)	82
Persuasion, How to use (See also Business Letter)		(I)	54
Post Card, How to sell by (See also Enclosures)—(Chapter)		(II)	54
" " folders, Double and triple, How to use		(II)	61
" " Functions of, Four		(II)	56, 58
" " illustrations		(II)	67, 68, 74
" " Mailing, Colored, Cost of the		(II)	62

Post Card mechanical make-up	(II)	61
" " order blanks, Schemes for using	(II)	57
" " postal regulations	(II)	64
Postscripts, How to use (I)	103	(III) 47
Propositions, Last resort, How to make—(Chapter)	(III)	271
" " Letters, telegrams, etc., in,	(III)	176
" " " Personal guarantee for	(III)	174
" " " Trial offer inducement for	(III)	173
" " " Premium offer for	(III)	175
" Presenting, Plans for (See also Business Letter) (I)	42, 52	
Pull, Schemes that make letters (See also Appeal)	(II)	85, 127
Replies, Handling—(Chapter)	(III)	164
" Appeal to curiosity effective in getting	(III)	169
" Following the line of the prospects' needs to get	(III)	165
" Holding proof until asked for to get	(III)	166
" Introductory offer propositions to bring	(III)	168
" Sending out tracer to get, Schemes for	(III)	167
" Writing, Plans for (See also Inquiries)—(Chapter) (II)	65	
" Arguments to use in	(II)	79
" Cheerfulness in, Psychological effect of	(II)	37
" Completeness in, Necessity for	(II)	39
" Promptness in,	(II)	36
Retail trade, Using letters in (See also Dealers)—(Part)	(II)	125
Sales, How to make by letter—(Chapter)	(II)	7, 31
" clinchers, Plans for using	(II)	9, 10, 44, 45
" delays, How to prevent	(II)	35
" enclosures, How to use (See also Enclosures)	(II)	46
" enclosures, How to offer sample	(II)	34, 36, 49
" inducements, Kinds of (I) 55, 58	(II)	16, 19
" introductory letter, Elements of	(II)	8, 10
" inquiry, How to answer the (See also Replies)	(II)	10, 43
" offers, Different kinds of (See also offers)	(II)	16, 17
" replies, How to handle (See also inquiries)	(II)	16
" replies, Inducements that will bring (See also Replies) (II)	18, 20	
" statements, How to make specific	(II)	13
" summary, Necessity for	(II)	17
Salesmen's Letters, Attitude towards customers in (Chapter) (III)	44, 48	
" " Filing data for	(III)	45, 47
" " Four methods of producing	(III)	41
" " Interesting customers with—(Chapter) (III)	40	
" " Postal and mail folders in place of	(III)	49
" " Postscripts in, How to apply	(III)	46
Samples, How to use (See also enclosures and Sales)	(II)	40, 49
Samples, Illustrations of	(II)	34
Settlements, How to get (See also Collections)—(Part)	(I)	133
Signatures, How to apply form letter	(II)	45
Store Trade, How to build up (See also Dealers)	(II)	125
Style, Requisites of (See also Business Letter)—(Chapter) (I)	63, 64	
Talking Points, How to handle (See also Arguments)	(I)	17
" " Classifying, selecting, testing and filing (I)	20, 21, 22, 23	
" " Sources of material for	(I)	18, 19
Territory opening, How to use letters in (See also Dealers) (II)	203	
Testimonials, How to use (See also Enclosures)	(II)	15, 46

INDEX TO LETTERS

- Action, Paragraphs that prompt —
 (II) 16, 17, 71, 72, 73, 74, 75, 76, 77, 78, 79, (III) 92, 93
- Advance in price argument, How to use . . . (III) 159, 161, 174
- Appeal, Effective and clever, Examples of
 (I) 101, 103, 104 (II) 101, 102, 103 (III) 172, 178, 179
- “ that gets attention (II) 26
- “ to farmers, Examples of (II) 118, 119, 120
- “ Investment (II) 102, 107, 110, 111
- “ Man-to-man, Reviving customers by (III) 182
- “ to merchants (I) 149
- “ to women (II) 87, 89, 91, 92, 93, 95, 96, 97
- Argument, Inducement and proof, Effective use of (I) 47 (II) 49, 136
- Assertion, Unsupported, Weakness of (II) 15
- Attention-getting schemes (I) 105
- Attitude in complaint letters, (III) 189, 198
- “ Illustration of man-to-man (I) 86, 89, 90
- “ Right and wrong (II) 23, 24, 41, 42, 104, 105
- Brevity, Illustrating unpardonable (III) 129
- Capital out of current events, making (I) 91, 92 (III) 147, 173
- Catalogue, How to link the letter with the (II) 35
- Closing paragraphs, Examples of poor (I) 56, 58, 59, 60, 61
- Collection letter, Agency (I) 158, 159
- “ “ containing salesmanship, Example of (I) 188
- “ “ showing advantages of cash with order (I) 189, 191
- “ “ Right attitude and schemes for (I) 136, 137, 168, 169
- “ “ quoting from delinquent's letter (I) 176
- “ letters, Familiar forms of (I) 135
- “ “ Tact and crudeness in (I) 140, 141, 161, 162, 163, 164
- “ “ used in the following up (I) 171, 170
- “ “ Use of inducement in (I) 156, 157
- “ “ used on instalment accounts (I) 154, 155
- “ “ used on retail trade (I) 147, 148
- “ “ showing false versus true note (I) 190, 193, 194
- “ “ used as a last resort (I) 160, 164
- Complaints, Clever letter that gets (III) 193
- Confidence, Taking reader into writer's (III) 181
- Continuity, Illustration of (I) 79
- Continuity broken by one poor paragraph (II) 13
- Credit letter, Holding up an order to force collection in (I) 187
- “ Poor Risk, Diplomatic and undiplomatic letters to, (I) 185, 186
- “ Poor risk, Rewritten (I) 185
- Customers, Schemes for getting new (II) 169, 214, 224, 225, 227 (III) 29, 31, 137
- Dealer letters, Inducements in, Illustrations of (II) 128, 129, 141, 178
- “ “ emphasizing special prices (I) 149 (III) 158
- “ “ Trade getting letters from wholesalers and
 manufacturers used as (II) 186, 187,
 188, 189, 190, 191, 197, 198, 205, 206, 207,
 208, 211, 214, 217, 218, 219, 220, 221, 222, 226, 228 (III) 25
- “ “ written while on trip to city (II) 147
- “ “ used in getting lists of prospects (II) 168